



# Annual Report '12

CVR no. 15 70 13 15

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# Company details

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## The Company

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DK-5471 Søndersø  
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CVR no: 15 70 13 15  
Financial year: 1 January to 31 December  
Registered office: Northern Funen, Denmark  
Website: [www.sp-group.dk](http://www.sp-group.dk)  
Email: [info@sp-group.dk](mailto:info@sp-group.dk)

## Board of Directors

Niels Kristian Agner (Chairman)  
Erik Preben Holm (Deputy Chairman)  
Hans Wilhelm Schur  
Erik Christensen

## Executive Board

Frank Gad, CEO  
Jørgen Hønnerup Nielsen, CFO

## Company auditors

KPMG Statsautoriseret Revisionspartnerselskab  
Osvald Helmuths Vej 4  
DK-2000 Frederiksberg

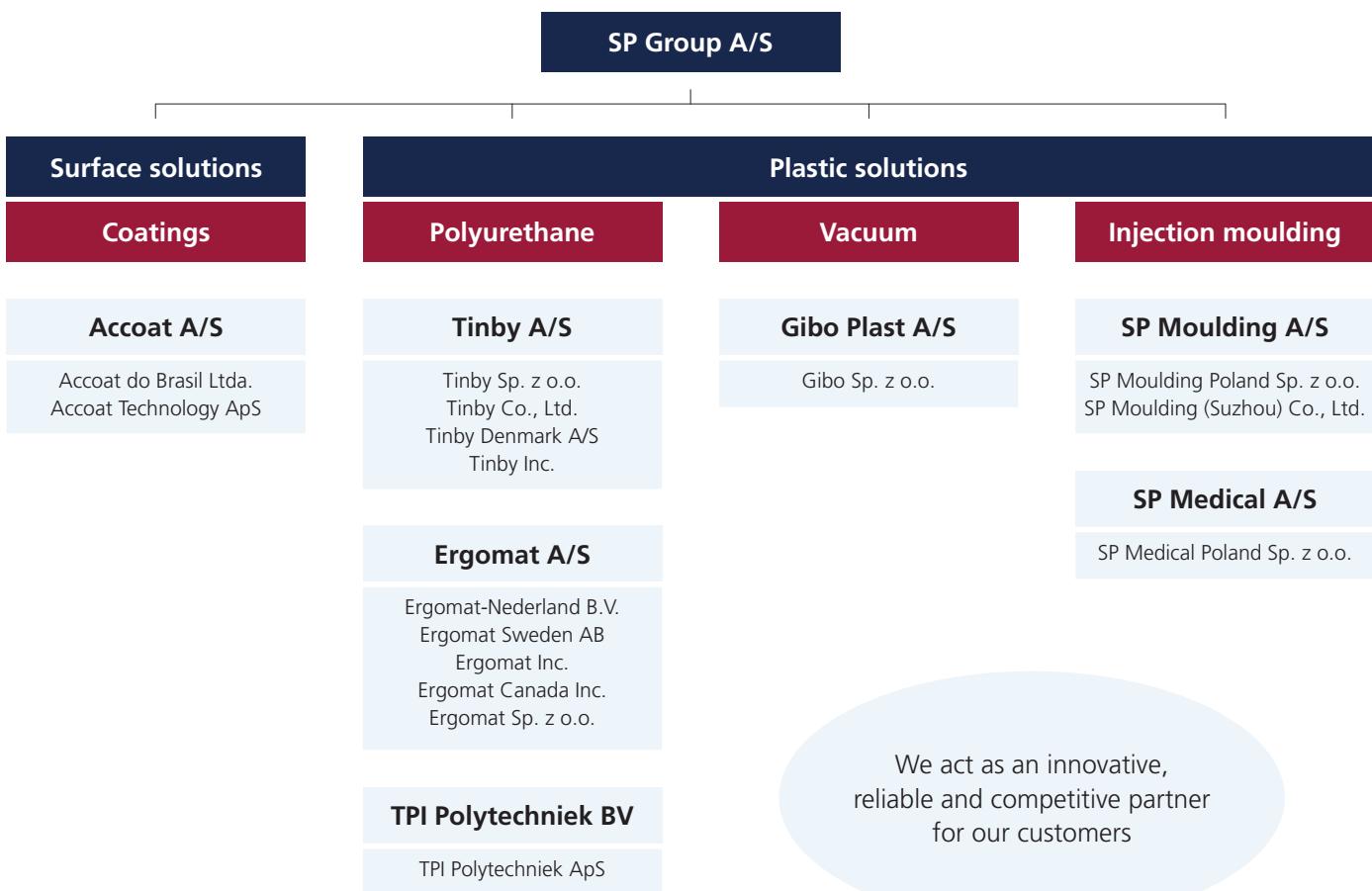
## Annual general meeting

The annual general meeting will be held on Friday 19 April 2013  
at 12.00 p.m. at SP Group A/S, Snavevej 6-10, 5471 Søndersø,  
Denmark

# Group chart

## Activities

SP Group manufactures moulded plastic components and performs coatings on plastic and metal components. SP Group is a leading supplier of plastic manufactured products for Danish industries with increasing exports and growing production from own factories in Denmark, Poland, China and Brazil. SP Group has subsidiaries in Denmark, Sweden, the Netherlands, Poland, Canada, the USA, Brazil and China. SP Group is listed on NASDAQ OMX Copenhagen and employed an average of 1,062 people in 2012.



SP Group's two business areas have the following activities: Coatings and Plastic solutions

**Coatings:** Develops and produces fluoroplastic coatings (Teflon®), PTFE and other refined materials for a number of customers' products and production plants. The customers are primarily in the healthcare, cleantech and oil and gas industries.

**Plastic solutions:** Generated by using one or more of the following technologies: Reaction injection moulding (polyurethane), vacuum forming and injection moulding – these are described below.

- **Polyurethane (PUR):** Manufactures moulded products in solid, foamed, flexible and light-foam PUR for a number of industries, among these the cleantech industry. Moreover, it manufactures ventilation equipment, ergonomic mats and striping products.
- **Vacuum:** Manufactures thermo-moulded plastic components for refrigerators and freezers, cars, buses and other rolling stock (automotive) and the cleantech and medical device industries by traditional vacuum forming, High-pressure and Twinsheet.
- **Injection moulding:** Manufactures injection-moulded plastic precision components for a wide range of industries. The business area also produces FDA-registered products for medical device customers.

## **Dear shareholders and other stakeholders**

2012 was an interesting year; however, it was characterised by low growth in the global economy.

The national debt of a number of countries has reached a level making it reasonable to question whether the countries will ever be able to repay their debt. This doubt has left its mark, particularly in Europe, in 2012 and adversely affected global growth.

The central banks' cure is still low interest rates and cash contributions to the markets.

Naturally, the low growth rates in the economy have affected SP Group's and our customers' development; however, we were able to create progress and realise reasonable results.

SP Group realised growth in revenue of 13.5% in 2012, which meant that we obtained the highest revenue to date, amounting to DKK 1,109 million. Our largest progress was in Denmark where revenue increased by 21.6% in 2012. For comparison, sales to our customers abroad increased by 5.2%.

EBITDA increased by 8.3% to DKK 104.6 million. EBIT increased by 10.1% to DKK 58.1 million.

Profit before tax and non-controlling interests increased by 21.4% to DKK 41.6 million, which is the highest profit before tax and non-controlling interests realised so far.

Diluted earnings per share increased by 38.1% to DKK 15.34 per share.

Cash flows from operating activities amounted to DKK 100.1 million, which is also the best cash flow performance realised so far.

Net interest-bearing debt increased by DKK 40.4 million to DKK 395.4 million at the end of 2012, which corresponds to 3.8 times EBITDA for the year.

2012 was an eventful year, and moreover:

- Our sales to the cleantech industry increased by 54.2% and now amount to 34.1% of revenue. The customers replace glass fibre, wood and metal by plastic, which is often better, cheaper and lighter.
- Our sales to the health care industry increased by 6.8% and now amount to 34.7% of revenue.
- Our sales to the oil and gas industry increased by 29.5% and now amount to more than 1% of revenue.
- We entered into a number of contracts and partnership agreements with a good potential for the future.
- The four new factories in Brazil, Poland, China and Denmark, which were put into operation at the end of 2010, have picked up pace and contributed positively to the results for the year.
- In 2011, we set up a new factory of 6,600 sqm. in Poland for vacuum forming. This factory was commissioned in Q1 2012 and has contributed positively to the results for the year.
- In 2011, we set up a new factory of approx. 3,700 sqm. in Poland for production of injection-moulded medical device products. This factory was put into operation in H2 2011 and was expanded in 2012.
- We obtained a number of new major customers and lost one major customer in 2012 (we did not reach an agreement on future prices).
- We launched a number of new and improved products in 2012 (guidewires, ergonomic mats and farm ventilation equipment). Moreover, we have developed new product to be launched in 2013. We have developed our medical device expertise in Denmark, Poland, Brazil and China.
- We set up a new factory of 5,000 sqm. in the USA for PUR production. Due to changed market conditions, the factory will not be commissioned until H2 2013.
- We set up a new factory of 6,400 sqm. in Denmark for extrusion. The factory is expected to be put into commercial operation in H1 2013.
- In total, we invested DKK 121 million in new equipment, of which DKK 38 million relates to finance leases.
- We sold more new moulds to our customers than previously.
- The price of the SPG share increased to 120 at year end, which provided our shareholders with a return of 34.1%, which is considerably higher than the market in general.
- We distributed dividend of DKK 2.00 per share. It is the first time in 12 years that the shareholders have received dividend.

These are the results on which we will base our activities.

Based on the financial performance in 2012 (NIBD/EBITDA < 4, EBIT% > 5 and equity ratio including non-controlling interests > 25%) and the outlook for 2013, the Board of Directors proposes dividends of DKK 2.50 per share.

The central banks' low-interest policy and the fiscal relief packages continue to have a positive and stabilising effect on the global economy, and we must hope that authorities do not overreact when they begin to slow down again as the improved prospects are fragile.

In 2012, our tax expenses amounted to DKK 9.8 million, corresponding to an effective tax rate of 23%. We pay tax in the country where the income is earned in accordance with the rationale and international transfer pricing rules, and it is our goal to act as a responsible member of society in all areas where we operate.

A reduction of the corporation tax rate in Denmark as proposed by the Danish government will be a significant step towards restoring the competitiveness of Danish enterprises. A reduction of duties on production should follow.

We will continue to adjust capacity, save – and pursue new opportunities in the medical device industry, the cleantech industry and food-related industries – and move labour-intensive production from Denmark to Poland and China.

Plastic is the material of the future, and only our own lack of creativity sets the limits to the application of plastic in future society.

I want to thank our many good and loyal customers and other co-operative partners. Thanks to shareholders and lenders for backing us up. Also, thank you to our employees for their committed contribution and readiness to change. We will continue to put all our creativity into creating even better solutions for the benefit of both our customers and shareholders.

Frank Gad  
CEO

# Group financial highlights

DKK '000	2012	2011	2010	2009	2008
<b>INCOME STATEMENT</b>					
Revenue	1,108,527	976,805	851,902	681,943	863,705
Profit before depreciation and amortisation (EBITDA)	104,580	96,531	83,019	40,216	60,311
Depreciation, amortisation and impairment losses	-46,467	-43,770	-41,327	-41,209	-43,317
Profit/loss before financial items (EBIT)	58,113	52,761	41,692	-993	16,994
Loss from financial income and expense	-16,502	-18,486	-12,894	-13,465	-31,855
Profit/loss before tax and non-controlling interests	41,611	34,275	28,798	-14,458	-14,861
Profit/loss for the year	31,837	25,906	25,281	-12,395	-10,314
SP Group A/S' share	31,563	22,832	21,440	-13,580	-12,802
Earnings per share, DKK each unit	15.66	11.28	10.59	-6.74	-6.39
Diluted earnings per share, DKK each unit	15.34	11.11	10.45	-6.74	-6.39
<b>BALANCE SHEET</b>					
Non-current assets	511,864	440,111	420,210	405,760	402,363
Total assets	836,333	769,107	741,653	674,255	708,092
Equity	227,046	191,090	176,217	148,399	159,547
Equity, including non-controlling interests	240,131	205,599	190,667	159,719	170,471
Investments in property, plant and equipment, excluding acquisitions	120,754	53,415	37,463	32,656	63,266
<b>CASH FLOW STATEMENT</b>					
Cash flows from operating activities	100,094	66,885	57,828	45,338	35,353
Cash flows from investing activities	-87,624	-51,852	-46,889	-35,783	-69,499
Cash flows from financing activities	882	-13,705	47,285	-16,354	-17,464
Change in cash and cash equivalents	13,352	1,328	58,224	-6,799	-51,610
<b>RATIOS</b>					
Net interest-bearing debt (NIBD)	395,399	355,047	367,441	376,864	393,400
NIBD/EBITDA	3.8	3.7	4.4	9.4	6.5
Operating profit (EBITDA margin), %	9.4	9.9	9.7	5.9	7.0
Profit margin (EBIT margin), %	5.2	5.4	4.9	-0.1	2.0
Profit/loss before tax and non-controlling interests in% of revenue	3.8	3.5	3.4	-2.1	-1.7
Return on invested capital, including goodwill, %	9.6	9.3	7.5	-0.2	3.1
Return on invested capital, excluding goodwill, %	11.7	11.5	9.3	-0.2	3.7
Return on equity (ROE), excluding minority interests, %	15.1	12.4	13.2	-8.8	-7.8
Equity ratio, excluding non-controlling interests, %	27.1	24.8	23.8	22.0	22.5
Equity ratio, including non-controlling interests, %	28.7	26.7	25.7	23.7	24.1
Financial gearing	1.6	1.7	1.9	2.4	2.3
Cash flow per share, DKK	48.7	32.5	28.4	22.6	17.6
Total dividends for the year per share, DKK	2.5	2.0	0	0	0
Listed price, DKK per share, year end	120.0	91.0	84.5	42.9	42.0
Net asset value per share, DKK per share, year end	113	94	87	73	79
Listed price/net asset value, year end	1.07	0.96	0.97	0.59	0.53
Average number of employees	1,062	999	895	849	1,021
Average number of shares (excluding treasury shares)	2,015,520	2,024,000	2,024,000	2,014,373	2,003,492

The key figures and ratios for 2008-2012 have been prepared in accordance with IFRS. The ratios have been calculated in accordance with the Danish Society of Financial Analysts' guidelines on the calculation of financial ratios "Recommendations and Ratios 2010". See page 48 for definitions.

# The year in outline

## 2012 in outline

The sale of plastics and surface coatings to almost all industries increased significantly. We realised particularly high growth rates in our sales to the cleantech industry.

The Group's revenue increased by 13.5% to DKK 1,108.5 million from DKK 976.8 million in 2011. Almost the entire increase in revenue is attributable to higher volumes.

The sale of own brands increased by 9.5%.

Sales to the cleantech industry increased by 54.2% and were widely based on customers, products, geography and technology. Sales to the cleantech industry now account for 34.1% of our sales (against 25.1% in 2011).

Foreign sales increased slower than domestic sales and now account for 46.1% of revenue (49.7% in 2011). Particularly in North America, growth rates were high, but also in Europe, growth rates were fairly high.

The Group's operating profit – EBITDA – increased from DKK 96.5 million in 2011 to DKK 104.6 million in 2011, which is the highest so far. The increase is partly attributable to the higher level of activity, partly to a generally higher internal efficiency and to the results of the previous years' relocations and efforts to optimise the product mix. During the year, considerable resources have been dedicated to the commissioning of new production facilities in Brazil, China, Poland and Denmark, which had a negative impact on the operating profit. Investments in property, plant and equipment amounted to DKK 124.9 million, which is DKK 71.5 million up on 2011.

Depreciation, amortisation and impairment losses amounted to DKK 46.5 million, which is a little higher than in 2011.

EBIT amounted to DKK 58.1 million, corresponding to 5.2% of revenue. This is an increase of 10.1% compared to 2011.

The Group's financial expenses decreased from DKK 18.5 million in 2011 to DKK 16.5 million in 2012.

The financial expenses decreased due to a slightly lower interest rate level, a slightly larger debt during most of the year and exchange rate adjustments. Lending margins were a little lower than in 2011.

At the end of 2012, interest-bearing debt can be specified by currency as follows:

DKK	DKK 228 million
EUR	DKK 151 million
PLN	DKK 27 million
USD	DKK -1 million
RMB	DKK -10 million
Total	DKK 395 million

## Cash flows

Cash flows from operating activities increased to DKK 100.1 million (against DKK 66.9 million in 2011).

Cash flows from investing activities amounted to DKK 87.6 million, which partly related to capacity and competency development within the medical device industry (approx. DKK 20 million), the cleantech industry (approx. DKK 15 million) and oil and gas (approx. DKK 1 million) and partly to general productivity promoting investments (approx. DKK 17 million). A property which was previously leased under an operating lease was acquired at a price of DKK 35 million.

Instalments on non-current debt amounted to DKK 28.2 million, and new non-current loans raised amounted to DKK 30.9 million.

The change in cash and cash equivalents was positive by DKK 13.4 million.

## Balance sheet

The balance sheet total was increased from DKK 769.1 million to DKK 836.3 million, which is primarily attributable to the acquisition of a previously leased property and new machines. The working capital was slightly reduced.

Net interest-bearing debt (NIBD) increased to DKK 395.4 million from DKK 355.0 million and amounted to approx. 3.8 times EBITDA for the year.

It is Management's opinion that the Company still has reasonable capital resources and adequate liquidity in respect of the Company's plans and operations. The Company has had a long-term fruitful co-operation with its financial co-operative partners, which is expected to continue.

An unsecured loan of DKK 62.5 million which originally fell due in June 2013 was extended to June 2016 at the end of 2012, and the lending margin was reduced by 110 basis points.

The capital structure has changed so that the current interest-bearing debt has been reduced from 22.5% to 19.9% of the balance sheet, and the non-current interest-bearing debt has increased from 29.6% to 31.3% of the balance sheet. The equity interest has increased from 26.7% to 28.7%, and non-interest bearing debt has increased from 21.1% to 20.1%.

The net interest-bearing debt thus increased from 46.1% to 47.3% of the balance sheet.

## Q4 2012

In Q4 2012, SP Group sold for approx. DKK 285.9 million, which was 14.2% more than in the same period the year before.

EBITDA increased to DKK 30.3 million from DKK 24.4 million in the same period the year before.

EBIT increased to DKK 18.5 million from DKK 13.1 million in the same period the year before.

Profit before tax and non-controlling interests was improved by DKK 4.7 million, totalling DKK 13.3 million.

The EBITDA margin in Q4 was 10.6%, and profit/loss before tax and non-controlling interests amounted to 4.7% of revenue.

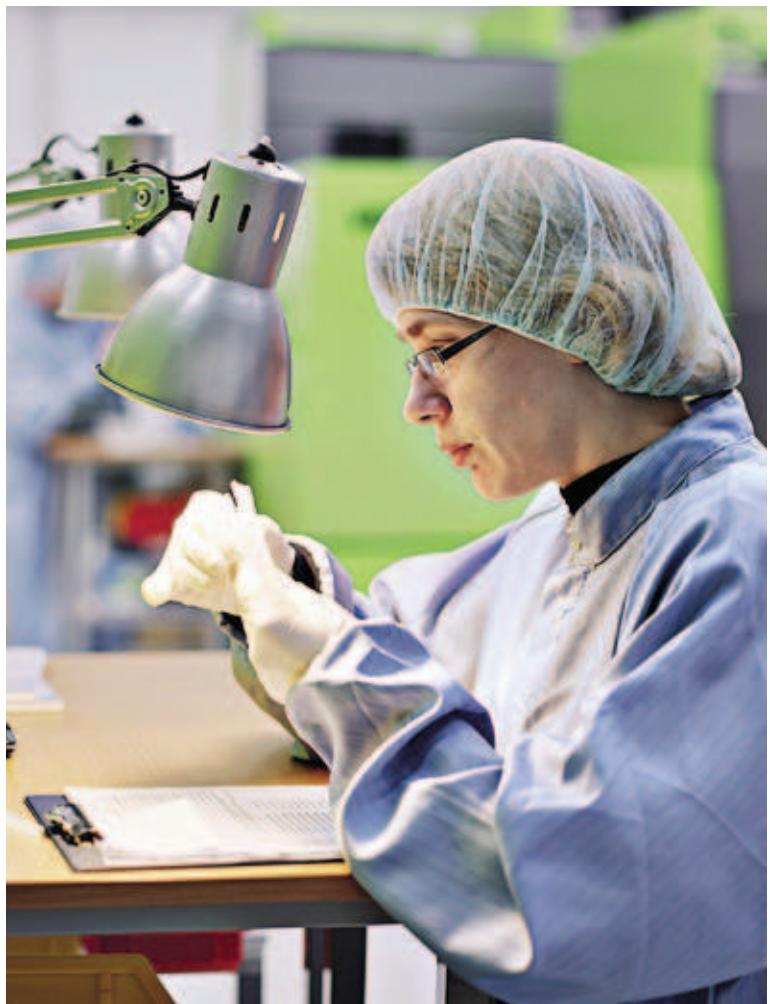
In Q4, cash flows from operating activities amounted to DKK 60.6 million (2011: DKK 67.0 million). Cash flows from investing and financing activities amounted to a negative DKK 22.0 million (2011: DKK -19.4 million). The change in cash and cash equivalents was therefore positive by DKK 38.6 million (2011: DKK 47.6 million).

## Follow-up on previously published expectations

Profit for the year of DKK 41.6 million before tax and non-controlling interests thus corresponds to the most recently published expectations of DKK 40-45 million. Revenue amounted to DKK 1,108.50 million, which is slightly higher than the most recently published expectations on 2 November 2012 of "DKK 1,050 – 1,100 million".



Zhang Xiaqin at SP Moulding in Suzhou, China



Elzbieta Rynkiewics at SP Medical in Zduńska Wola, Poland

Cash flows from operating activities and the raising of long-term loans exceeded investments for the year and instalments on long-term debt, which is in line with the most recently published expectations.

Cash flows were positively affected by inventory adjustments and sale of selected debt.

As a consequence of the results realised in 2012, expectations for 2013 and the increased cash resources, Management no longer plans to issue new shares.

### Events after the balance sheet date

As announced in company announcement no. 1/2013, the Company has entered into an agreement to acquire the remaining 10% of the shares in TPI Polytechniek BV in the Netherlands. SP Group A/S already holds the other 90% of the shares. The Management in TPI will remain unchanged. Payment will be made at the end of April 2013; partially by means of treasury shares as the seller, Jeroen van der Heijden, wants to become a shareholder in SP Group A/S.

Apart from this, no significant events have occurred after the balance sheet date until the publication of this annual report which have not already been incorporated in this annual report and which change the assessment of the Group's and the Company's financial position.

### Outlook for 2013

Global economy is also expected to grow in 2013, but it is still fragile and subject to uncertainty. In the neighbouring markets in Europe, a low growth rate is expected in the economy in general as a number of countries have very large deficits on public finances and a large debt.

We will launch a number of new products and solutions to customers, particularly in the health care, cleantech, food-related and oil and gas industries. These new solutions are expected to contribute to growth and earnings.

The Company will maintain a high level of investment in 2013; however, a lower level than in 2012. The largest single investment is expected to be made in the medical device activities.

Depreciation and amortisation are expected to be realised at a somewhat higher level than in 2012.

Financial expenses are expected to be realised at a lower level than in 2012.

Combined with strict cost control and early capacity adjustment as well as continued strong focus on risk management, cash management and capital management, this contributes to creating a good basis for the Group in the future.

A slightly larger profit before tax and non-controlling interests and a level of activity slightly higher than in 2012 are expected for 2013, but the market prospects for the year are still uncertain.

# Strategic Development

## Financial goals are adjusted

In the annual report for 2007, we wrote:

*"The financial goals for 2012 are based on the assumption of annual average GDP growth of 3% on the Group's markets and generally active markets."*

Unfortunately, the GDP growth on the Group's markets was far below 3% in 2008 and 2009, and the markets were not active. In 2010, 2011 and 2012, the markets gradually improved, but there was no growth in GDP. As previously announced, it will therefore be difficult to meet the goals for 2012 disclosed in 2007 at present, and probably not until 2015, due to the financial crisis and the subsequent global recession.

In continuation of our results for 2012, it is still our opinion that we will be able to meet the goals by 2015.

With the initiatives included in the Group's strategy plan, revenue is expected to increase to DKK 1.5 billion.

The operating margin before depreciation, amortisation and financial items (EBITDA) is to be increased to 12%. It is Management's goal to realise a ratio of net interest-bearing debt to EBITDA of 3:4 in 2013 and to reduce it to 2:3 by the end of 2015.

In the long term, profit before tax and non-controlling interests is expected to gradually increase to approx. 6-7% of revenue as the share of own products and advanced solutions is expected to increase more than the rest of revenue in relative terms. In respect of to sub-supplier tasks, the goal is still to achieve profit before tax and non-controlling interests corresponding to 5% of revenue.

SP Group will continue to reduce net interest-bearing debt by strengthening cash flows from operating activities and by selling non-value-creating assets in order to release capital.

The equity ratio (including non-controlling interests' share of equity) will be maintained at 20-35% in 2013, and the Company will seek to increase it to 25-40% by 2015. Should the equity ratio decrease due to the expansion of activities, the Company will consider asking the shareholders for additional capital. If, on the other hand, the equity ratio increases, the excess capital will be transferred back to the shareholders.

SP Group aims at providing its shareholders with a fair return through increases in the share price. The goal is that earnings per share will increase

by at least 20% p.a. on average over a five-year period. In 2010, the share price increased by 97%. In 2011, the share price increased by 7.7%. In 2012, the share price increased by 32% and yielded dividends of 2%.

The Company will still try to hedge warrant programmes by buying back treasury shares.

Dividends of DKK 2.5 per share for 2012 are recommended to the annual general meeting.

## Customers

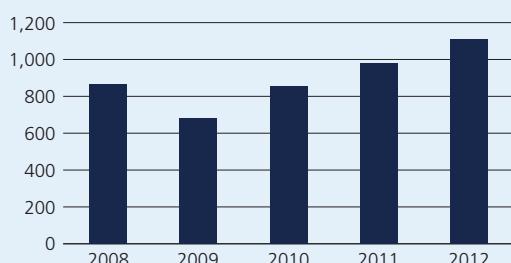
A service level adapted to the individual customer's requirements and expectations is decisive to the customer's perception of us as a competitive, innovative, reliable and decent supplier.

Customers' requirements and expectations are constantly growing as development offers more and more options, and a number of areas seem to be increasingly complex. Therefore, the customers benefit from SP Group's expertise when making decisions on plastic and surface coatings. SP Group's offer to its customers is based on the ambition of being the best local partner within plastics and coatings in relation to product supply, competitiveness, availability and value creation. Often, SP Group succeeds in solving the customers' global needs through local presence in China, Poland and Denmark or by creating a global competitive solution from one factory. In 2010, the local presence in Brazil was established. In North America, we have placed sales and service activities, which will be expanded with production activities in 2013.

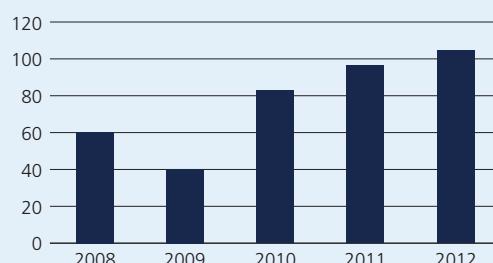
Advisory services within plastics and surface treatment are becoming increasingly important, and SP Group is using the Group's expertise and technologies to provide additional value to the customers' products. In 2012, the co-operation with leading universities in the EU was extended as was the co-operation with a number of suppliers' research centres and laboratories. Our suppliers include the world's leading chemical groups.

Sales under own brands should be further increased. In a number of global niches, SP Group controls a large part of the value chain with own products, which have higher margins than many of the products that SP Group manufactures as a sub-supplier. The total sale of ventilation equipment from TPI, ergonomic workplace equipment from Ergomat and guidewires under the SP Medical brand has increased from DKK 90 million in 2004 to DKK 175 million in 2012. A number of new products (logo mats, hard surface ventilation equipment and special guidewires) were developed and marketed in 2011 and 2012. Apart from increasing sales of existing

Group revenue 2008-2012 (DKK million)



Operating profit EBITDA 2008-2012 (DKK million)



products, the Group will continue to develop new products under its own brands.

Growth must also be generated with customers and growth industries. An obvious example is the medical device industry, which takes 28.4% of the Group's revenue. Sales to this industry have increased by more than 200% since 2004 and amounted to DKK 315.2 million in 2012. Growth in medical device sales is to be maintained with the dedicated business unit SP Medical as the primary driver. The sale of products to the medical device industry and the sale of own ergonomic products are reported collectively as "health care". The below figure shows the development in total health care sales, which amounted to 34.7% of revenue in 2012.

SP Group has also established an international position as a supplier of cleantech solutions, and this position must be strengthened.

The below figure shows the development in sales to the cleantech industry, which amounted to 34.1% of revenue in 2012. Sales to the cleantech industry increased by 54.2% in 2012.

A number of our customers are food manufacturers or suppliers to food manufacturers. This area is called "food-related industries". Sales to food-related industries accounted for 15.2% of revenue in 2012 and amounted to DKK 169.0 million. Below, the development in sales to food-related industries is outlined.

During recent years, we have developed a number of unique services to the oil and gas industry. These sales now amount to more than 1% of the Group's sales.

The health care, food-related and oil and gas industries accounted for 85% of revenue in 2012.

The geographic expansion will continue through increased exports from factories in Denmark, Brazil, China and Poland and special focus on new markets in Eastern Europe, South America and Asia. International sales have increased over the past seven years from approx. 30% to approx. 46%, and the share is to be further increased.

## Efficiency and rationalisation

In 2012, the Group's production structure was further rationalised and production efficiency enhanced.

The competency development will continue at the factories in China, Poland, Brazil and Denmark so we will be able to meet our customers' needs efficiently and in a better and cheaper way.

In Denmark, we continued the commission of a new factory for coating of pipes for the oil and gas industry (friction reduction and corrosion protection).

In Brazil, we continued the commission of a new factory for coating of medico components.

In Denmark and Poland, we have fitted new white rooms to perform tasks for customers in the medical device industry, primarily injection moulding and assembly work.

In China, we have improved a number of methods, systems and processes, which has contributed to a significant increase in efficiency. In China, we have also commissioned a new factory for manufacturing components to the cleantech industry.

In Poland, we have constructed a new factory for the manufacture of PUR components to the cleantech industry.

In Poland, we have constructed a new factory for the manufacture of vacuum-formed components.

The reliability of delivery (on time delivery) from all factories was increased and has now reached 98-99% and must be further improved.

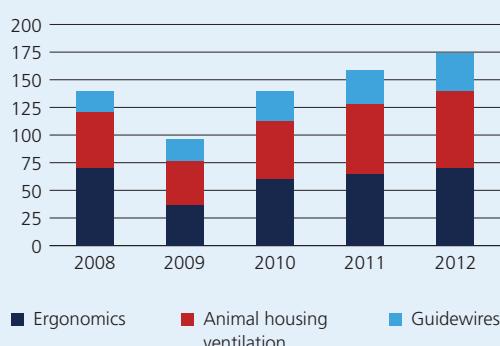
The level of quality is measured on an ongoing basis, and constant efforts are made to improve quality.

The roll-out of Lean continues and has contributed to improving efficiency at all plants.

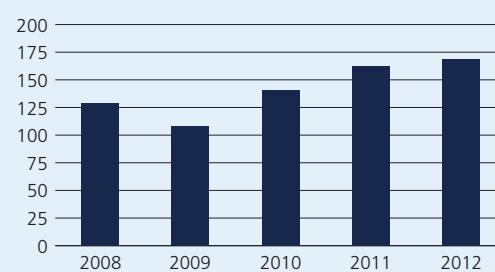
The recession has "inspired" us to adjust and develop the organisation in a number of factories, and consequently, the number of levels has been reduced. In five factories in Denmark, we have reduced the size of the organisation and at the same time improved customer service. In 2012, the size of the organisation in Gibo's factory in Skjern was reduced.

Finally, SP Group will continuously and critically analyse the Group's activities. If activities and enterprises are unable to attain reasonable earnings, they will be closed down or sold.

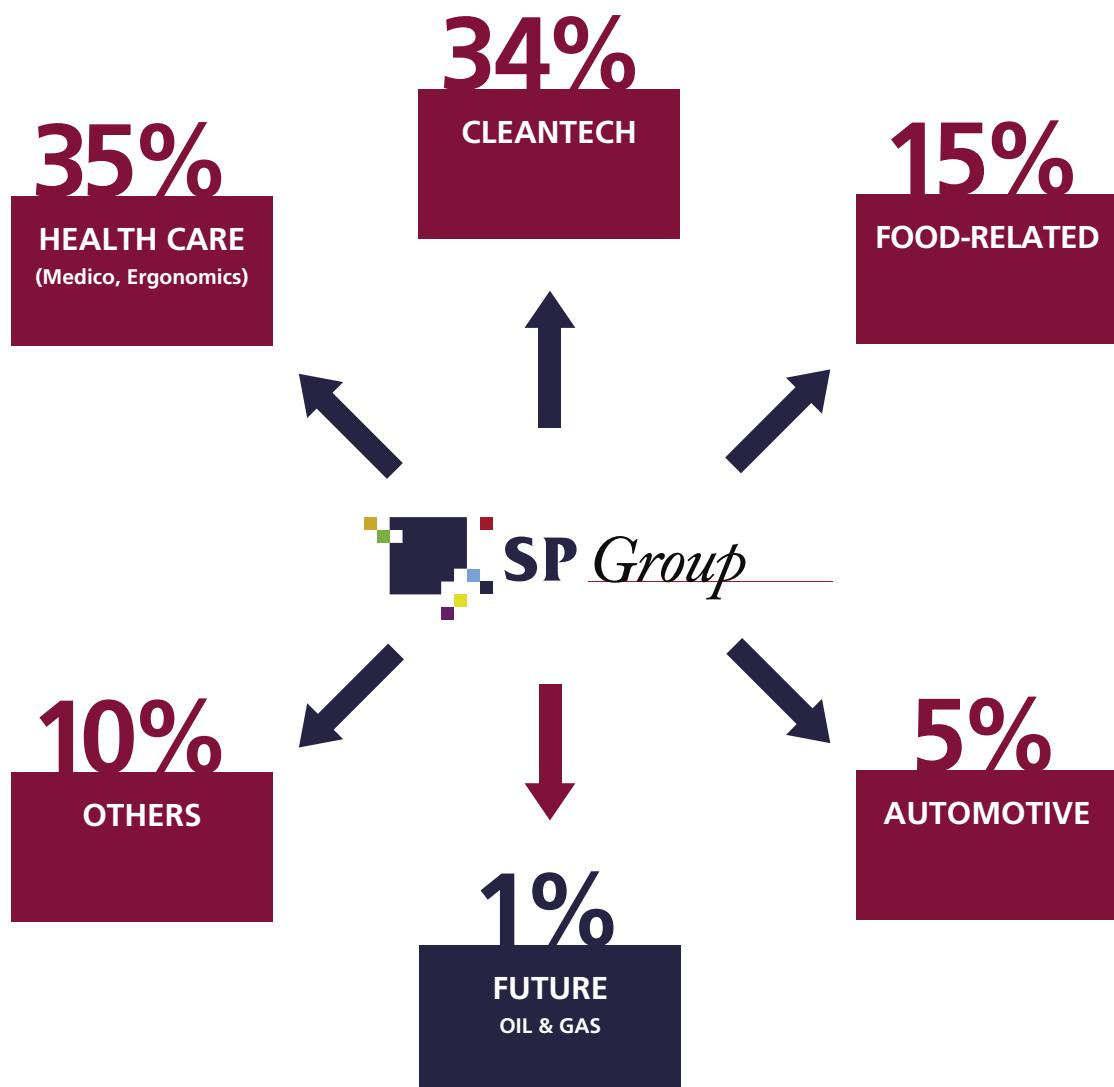
**Revenue under own brands 2008-2012 (DKK million)**



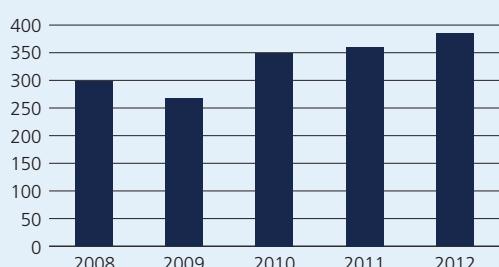
**Revenue from food-related industries 2008-2012 (DKK million)**



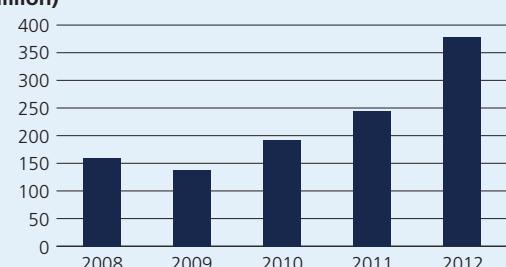
## SP Group's sales in 2011 broken down by industry segments:



Revenue from health care products 2008-2012 (DKK million)



Revenue from energy and environmental products 2008-2012 (DKK million)



# Coatings

- New tasks in the oil and gas industry
- New tasks in the cleantech industry
- More tasks in the medical device industry

## 2012 in outline

Revenue increased by 53.0% to DKK 212.3 million, which is higher than expected at the beginning of the year. Revenue related to the medical device, cleantech and oil and gas industries increased as expected.

Accoat increased its marketing efforts towards customers in the oil and gas industry in the USA, Brazil, Denmark and Norway, which has resulted in new tasks for future delivery.

Operating profit (EBITDA) increased from DKK 13.6 million in 2011 to DKK 38.4 million and was positively affected by a number of projects.

Considerable growth is expected in the coming years, while activities will vary from year to year. Therefore, in recent years, investments have been made in further furnace capacity and a phosphatising plant to be used for coating tasks for customers in the cleantech and oil and gas industries. As a major expansion of the facilities in Kvistgaard is not possible, the new coating plant has been set up in Stoholm in buildings owned by SP Moulding, which has reduced its area requirements. The plant was put into operation in 2011.

In Brazil, investment was made in a small coating plant, which was put into operation at the end of 2010. In the short term, the plant will perform tasks for customers in the medical device industry. In the long term, the plant is also to perform tasks for the Brazilian oil and gas industry and the cleantech industry.

<b>Name:</b> Accoat A/S
<b>Website:</b> <a href="http://www.accoat.dk">www.accoat.dk</a>
<b>Location:</b> Kvistgaard in North Zealand, Stoholm in Jutland, Denmark, and São Paulo in Brazil
<b>Executive Board:</b> Niels Uhrbrand, Managing Director
<b>Activities:</b> Accoat performs coatings for industrial products and production plants. The components coated range from very small needles to large tank facilities.
<b>Description:</b> Accoat develops and manufactures environmentally friendly technical solutions for industrial and medical purposes, including fluoroplastics (Teflon®), PTFE and other refined materials.
<b>Environment/ quality:</b> Reference is made to the outline of certificates on page 28.

After a number of investments, the plant in Kvistgaard is now able to surface treat extremely heavy and large components with dimensions of up to 12 x 3 x 3 metres. The plant holds one of the largest furnaces in Europe for sintering Teflon-coated components and is able to manufacture multiple batches in five furnaces at a time. With these facilities, Accoat is among the most modern and environmentally friendly coating enterprises in the EU.

During the year, Accoat performed tasks for customers in 19 countries.

## Markets and products

In 2012, Accoat A/S coated a range of different products such as medical device equipment, chemical reactors, tanks, thermocouples, ovens, baking machines, filling machines, engine components, ventilation equipment as well as equipment for the oil and gas industry. In principle, Accoat A/S can coat all types of components but has decided to focus on high-build (multiple layers) corrosion-protective coatings as well as non-stick and low-friction coatings. In these areas, Accoat A/S is a market leader in the Nordic countries and ranks among the four largest players in Europe.

The penetration barriers on the high-build coating market are high as it requires great expertise and costly facilities to manufacture coatings in environmentally friendly synthetic materials. Accoat A/S develops and tests the coatings in its own laboratory to be able to document properties and product life. The market is driven by the fact that fluoroplastic coatings can improve the application, strength and product life of a number of products.

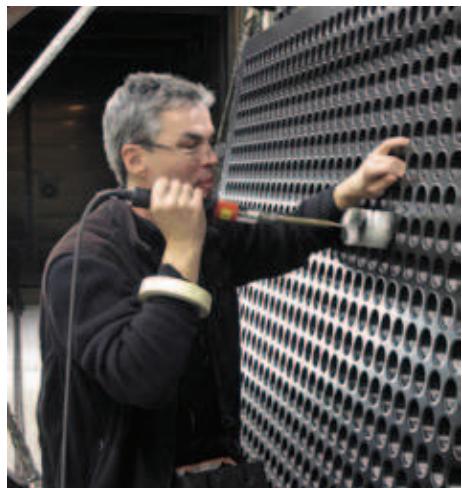
For instance, coatings may facilitate the cleaning of surfaces, which reduces the use of detergents, water and time and which also results in shorter production stoppage during cleaning. Coatings may also make products and production equipment oil- and water-repellent, heat insulating, electrically insulating or resistant to chemicals. In some industries, coatings are necessary to comply with safety requirements.

Customers also experience that they can replace expensive materials such as titanium with other and low-cost surface-treated materials. Consequently, the overall demand for coatings, including nanocoatings, is expected to increase significantly over a number of years.

Accoat A/S has been approved by the Danish Veterinary and Food Administration to manufacture food contact materials and, thus, meets the requirements in relation to coatings approved for food.

## Strategy

Accoat A/S continues to strengthen product development, improve the properties of coatings and develop and test new products and processes together with the customers and leading universities.



Quality Control in the production line at Acccoat



Items coated with Accolan P490 for the Oil and Gas industry



Oil tubes arriving at Plant Stoholm for internal coating.

HRH Crown Prince Frederik in conversation with Søren Helmersen, Acccoat, at Acccoat's booth at the exhibition Rio Oil and Gas 2012 in Brazil

Moreover, Acccoat is involved in research-related projects. In 2012, Acccoat completed a project within the EU's Seventh Framework Programme (FP7) on transport of CO<sub>2</sub>.

Marketing is improved globally, and Acccoat A/S is visible on the largest markets and has cultivated prospective customers in the medical device and food industries and, in particular, in the oil and gas industry and the cleantech industry.

Sales are strengthened through more systems selling where Acccoat A/S advises customers on the construction of the components and on the choice of materials before the components are coated. For this purpose, Acccoat Technology ApS was established.

Acccoat A/S' efforts to develop customised processes and products are made in close co-operation with customers and suppliers. Examples of these include the development of antistatic coatings for the paint and varnish industry and inside coating of pipes for the oil industry.

## Outlook for 2013

Acccoat expects a decrease in revenue in 2013. Operating profit (EBITDA) is expected to decrease compared to 2012.

## Development in Coatings 2010-2012

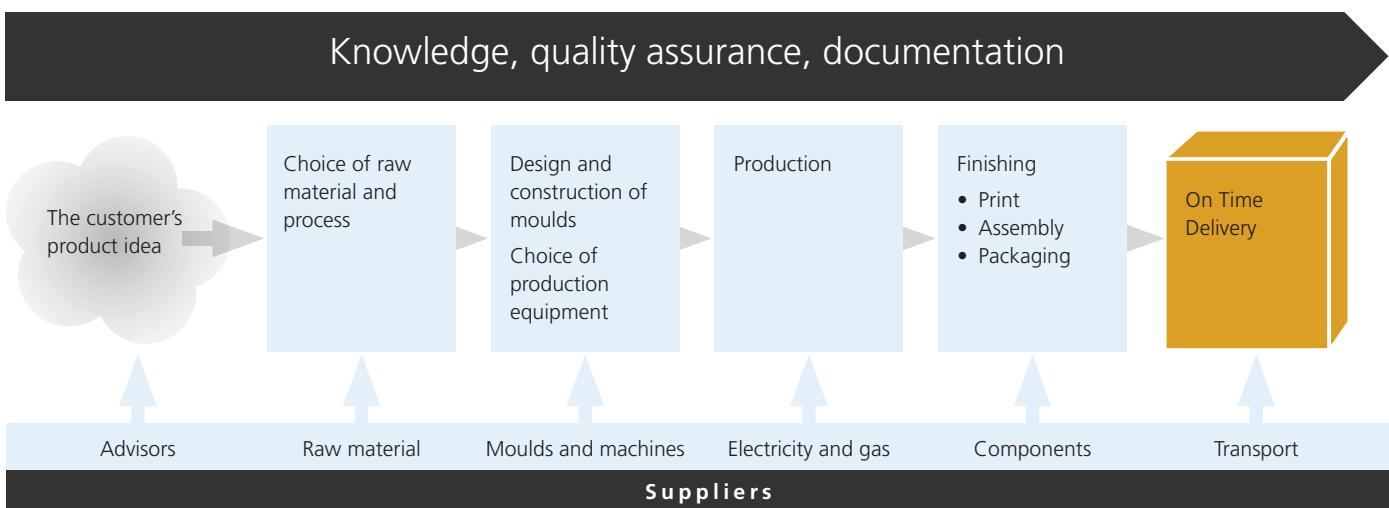
DKK million	2012	2011	2010
Revenue	212.4	138.8	133.9
Profit before financial items, depreciation and amortisation (EBITDA)	38.4	13.6	15.3
Profit before financial items (EBIT)	29.7	3.5	8.5
Total assets	124.4	112.7	122.2
Average number of employees	73	63	63

# Plastics

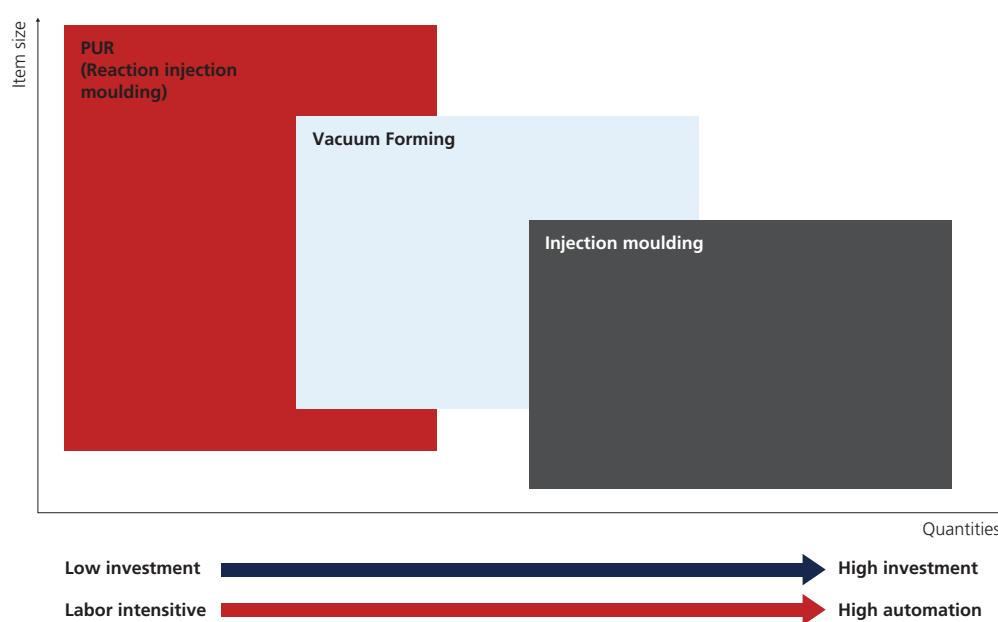
- New tasks in the health care industry
- New tasks in the cleantech industry
- More tasks in the food-related industries

All plastic enterprises in SP Group provide customised solutions in close co-operation with the customers.

## SP Group's value creation



The choice of production technology depends, among other things, on the size of the component and the number to be produced:



Often a product starts its life cycle in PUR. When the product has attained a certain market penetration, Mark II is made in vacuum, and much later when the production reaches a high amount, Mark III is injection moulded.



Nielaus 290 dining room chair is injection moulded at SP Moulding

We therefore report the plastic enterprises in:

- Injection moulding (SP Moulding and SP Medical)
- Vacuum forming (Gibo Plast)
- PUR (Ergomat, Tinby and TPI Polytechniek)

collectively as PLASTICS.

## 2012 in outline

Revenue increased by 7.6% to DKK 907.8 million, which is in line with expectations at the beginning of the year. Sales to all customer groups increased.

Operating profit measured by EBITDA amounted to DKK 78.2 million, which is 13.6% lower compared to 2011, which saw the best operating profit to date.

Very large investments were made in 2012, which adversely affected revenue. The investments are expected to contribute positively to results as from 2013.

## Outlook for 2013

The business segment expects growth in revenue and earnings.

The activities are expected to be expanded in Poland, China, the USA and Denmark.

## Development in Plastics 2010-2012

DKK million	2012	2011	2010
Revenue	907.8	843.5	733.1
Profit before financial items, depreciation and amortisation (EBITDA)	78.2	90.5	74.5
Profit before financial items (EBIT)	43.2	58.9	41.1
Total assets	720.2	662.6	617.0
Average number of employees	977	927	823

# Injection moulding

- Global progress
- Reasonable results
- Many new tasks

## 2012 in outline

The improved economic trends combined with a number of new solutions and the sale of a number of new moulds resulted in an increase in activities, but earnings decreased primarily in China.

SP Moulding saw a reasonable entry of a number of new industrial customers in Europe, America and Asia, and business with existing customers increased in both Europe and America. In Asia, we saw a minor downturn.

SP Medical entered into a number of new agreements with both new and existing customers in the medical device industry.

In 2011, SP Medical fitted and commissioned a new injection moulding factory in Poland for production of medical device products. In 2012, the factory was fitted with more machines.

Both SP Moulding and SP Medical have entered into a contract for the purchase of injection-moulding machinery to be delivered in 2013. The machines are to be used to expand activities with existing customers.

## Markets and products

With approx. 300 injection-moulding machines, SP Moulding and SP Medical are the largest independent injection-moulding companies in Denmark, ranking among the largest two in the Nordic countries. The Danish market is estimated to amount to approx. DKK 3-4 billion, including large industrial groups' own production. The market is still characterised by many small suppliers and excess capacity in certain areas, and a number of customers are moving to low-wage areas. However, several groups with own production of injection-moulded plastics choose to outsource activities to specialists like SP Moulding and SP Medical. Moreover, the market share is increased by replacing other materials with plastics.

SP Moulding has obvious advantages on the Danish market by virtue of its size and expertise in injection moulding and design, product development, international sourcing of moulds and raw materials as well as additional services such as full assembly, packaging and dispatch of finished products, often in close co-operation with the factory in Poland. Price is still a significant parameter, and therefore, production needs to be further improved. In Poland and China, SP Moulding is a small supplier of technical plastics, but in both countries, there is a basis for considerable growth by virtue of the enterprise's overall know-how.

SP Medical addresses a potential market of approx. DKK 15 billion with annual growth of 5-7%. SP Medical ranks as the one of the 2-3 largest Nordic suppliers of injection-moulded plastics to the medical device industry, and in the niche of PTFE-coated guidewires for urology and radiology, etc., SP Medical is among the three largest suppliers in Europe. SP Medical also manufactures medical components and equipment and surface treats products with function-enhancing coatings. With its expertise and quality standards, the opportunity for SP Medical to increase its market shares us good.

## Strategy

SP Moulding will increase exports from the two Danish factories to the neighbouring markets, and the Polish factory will strengthen the marketing of technical plastics and assembly on the growth markets in Eastern and Western Europe. In China, production capacity has been expanded, and sales are strengthened. SP Moulding will continue moving labour-intensive tasks from Denmark to Poland and China.

On all markets, SP Moulding is to win market shares by improved customer services, intensified participation in the customer product development and a targeted effort towards growth sectors. Expertise should be strengthened on an ongoing basis so that SP Moulding can differentiate itself in the future. In all plants, the production efficiency programme will continue, among other things by means of Lean projects, more automation and focus on energy and raw material consumption, disposals as well as switch-over times. SP Moulding will continue its participation in the strengthening of the position in the Nordic countries where relevant.

**Name:** SP Moulding A/S, SP Medical A/S

**Website:** [www.sp-moulding.dk](http://www.sp-moulding.dk) and [www.sp-medical.dk](http://www.sp-medical.dk)

**Location:** Juelsminde, Stoholm, Karise, Zdunska Wola (Poland), Sieradz (Poland) and Suzhou (China)

**Executive Board:** Frank Gad, CEO

**Activities:** SSP Moulding is the leading Danish manufacturer of injection-moulded plastic precision components for a wide range of industrial companies. SP Moulding (Suzhou) Co. Ltd. in China and SP Moulding Poland Sp. z o.o. manufacture technical plastics and perform assembly work. The business unit SP Medical manufactures in Karise and Sieradz (Poland) to medical device customers.

**Description:** In addition to the actual moulding, which is carried out in modern production facilities, the business area handles all finishing such as ultrasound welding, surface treatment and compression. SP Moulding also handles partial or full assembly, packaging and consignment for a large number of customers.

**Environment/ quality:** Reference is made to the outline of certificates on page 28.

#### **LifeStraw® Community**

LifeStraw® Community is a high-volume, point-of-use water purifier that provides reliable, safe drinking water for educational centres, communities and medical centres in the developing world. SP Moulding has been instrumental in developing this unique offering from Vestergaard-Frandsen which filters out bacteria, viruses and protozoan parasites without the use of chemicals, electric power or batteries. SP Moulding is now focusing on scaling up this offering from Vestergaard Frandsen

Health care components, SP Medical



Danfoss valve for the industry  
(metal replacement)

SP Medical will continue to intensify marketing efforts towards new customers, especially benefiting from the fact that the unit with the Polish factory has become increasingly competitive in relation to labour-intensive tasks. The medical device expertise must be strengthened on an ongoing basis, and the clean room production in Denmark and Poland must be expanded. In China, "white room production" has been established.



SixE chair from Howe,  
injection moulded at  
SP Moulding



Speaker unit for the  
automotive industry,  
SP Moulding

# Polyurethane

- Higher activity
- New products
- Expansion in Poland, the USA and China

## 2012 in outline

Ergomat experienced fair growth in the sale of ergonomic mats and the striping product DuraStripe® on almost all global markets. The highest growth rates were seen in North America and Germany. Also Asia and the neighbouring markets in Northern Europe saw good progress.

<b>Name:</b>	The business area consists of three activities with polyurethane (PUR) as the common denominator: Ergomat A/S, Tinby A/S and TPI Polytechniek BV.
<b>Websites:</b>	<a href="http://www.ergomat.com">www.ergomat.com</a> , <a href="http://www.tinby.dk">www.tinby.dk</a> , <a href="http://www.tpi-polytechniek.com">www.tpi-polytechniek.com</a> .
<b>Location:</b>	Søndersø, Zdunska Wola (Poland) and 's-Hertogenbosch (the Netherlands), Helsingborg (Sweden), Cleveland (the USA), Montreal (Canada) and Suzhou (China).
<b>Executive Board:</b>	Claus Lendal, Managing Director of Ergomat A/S. Torben Nielsen, Managing Director of Tinby A/S and Steen Ole Therkelsen, Director of Tinby A/S. Jeroen van der Heijden, Managing Director, TPI-Polytechniek BV.
<b>Ergomat A/S</b>	develops and sells ergonomic solutions under own brands – Ergomat® mats and DuraStripe® striping tape – to global corporate customers. Ergomat has sales companies in Europe and North America. The products are manufactured in Poland.
<b>Tinby A/S</b>	manufactures moulded products in solid, foamed and flexible PUR for the graphics, medical device, furniture, refrigerator and cleantech industries, among others. In Poland, Tinby Sp. z o.o. manufactures light-foam products for the affiliated companies TPI and Ergomat, among others. The Chinese company manufactures light-foam products and other plastic solutions primarily for the cleantech industry.
<b>TPI Polytechniek BV</b>	develops and sells components for ventilation of industrial buildings as well as pig and poultry houses, primarily products under the TPI brand, which is manufactured by Tinby in Poland. Global sales are handled from the Netherlands. Sales in Scandinavia are handled from Søndersø in Denmark.
<b>Description:</b>	PUR is manufactured by mixing two special liquids, which react, and by pressing the mixture into a mould forming the required component. Expertise comprises knowing the scope for variation and making the best of the material.
<b>Environment/ quality:</b>	Reference is made to the outline of certificates on page 28.

Tinby experienced substantial growth in global activities. In 2010, Tinby set up a new factory of 6,500 sqm. in Poland and a new factory of 2,400 sqm. in China. Both factories were set up and put into operation within the approved financial limits and schedules, and in 2011, both factories were commissioned in 2011 and still meet expectations.

In Poland, an additional factory of 6,600 sqm. was set up; it is used by Tinby and Gibo Plast. This factory was put into operation in Q1 2012.

TPI experienced substantial growth in global activities. The agricultural sector (outside Scandinavia) is again investing in new large animal housing. TPI maintained and strengthened its sale of projects. In countries where poultry and pig houses are increasingly being closed to prevent airborne diseases from reaching livestock, negative static pressure ventilation equipment needs to be installed.

## Markets and products

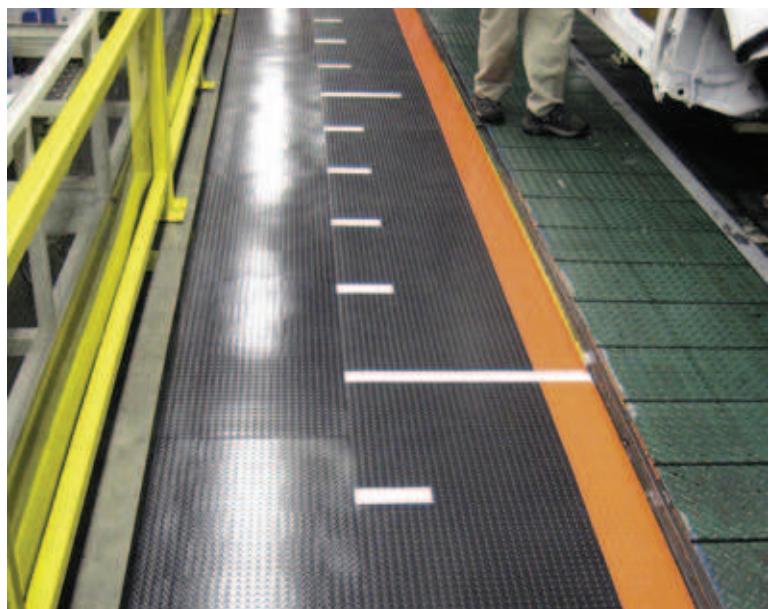
Ergomat is a market leader in Europe and ranks among the world's three largest suppliers of ergonomic workplace mats, supplemented with the striping product DuraStripe®. Ergomat markets many different mats and a number of different striping products. Demand is driven by a focus on working environment and prevention of work-related injuries as well as a desire to utilise the properties of the mats, including antistatic and fire resistant properties. The main markets are the USA, Canada, Germany and South Korea, but Ergomat sells its products in approx. 30 countries via own offices and distributors. On the main markets, there is a gradual shift of workplaces from the industry towards the commercial, service and health sectors. Moreover, industries are being automated and relocate labour-intensive production. Therefore, Ergomat especially focuses on new markets in Eastern Europe and Asia and on new industries such as the commercial, service, administrative and health sectors.

Ergomat has developed Logomats™ for this segment. A patent application has been submitted for Logomats™.

Ergomat has also developed Ergomat Extreme™, which has a stronger surface, is easier to clean and comes in all colours. A patent application has been submitted for Ergomat Extreme™.

The products were received well by the market.

Tinby is Scandinavia's leading supplier of moulded components in solid, foamed, flexible polyurethane and combinations hereof. Tinby's components are used for cleantech tasks, in medical device products, instruments, furniture, graphic machines, ventilation, coatings, window and construction profiles, insulation caps and cabinets. Tinby develops special raw materials for narrow and broad product solutions and masters a number of technologies for the refinement of the products, including combination technologies, in-mould coating, varnishing and coatings.



Ergonomic mats at Ergomat



TPI Polytechniek – ventilation in pig houses

With the development of raw materials and technologies, Tinby has succeeded in attracting a large number of tasks, particularly within cleantech, and the geographical focus has also resulted in considerable growth.

TPI is the leading supplier in Europe of light-foamed chimneys, air intake, air gratings and ventilation ducts for the agricultural and industrial sectors. PUR is especially suitable for these purposes as the material is light, well-insulating and weather resistant and does not develop condensation when temperature changes. Demand is especially driven by the industrialisation of the agricultural sector in Eastern Europe, which is expected to continue for the next 5-10 years, but also Western Europe and Southern Europe are significant markets. Moreover, the Middle East and overseas markets will come to play a more important role. TPI has customers in 40 countries.

TPI has improved a number of its products and commenced the marketing of these products. The products were received well by the market.

During the year, TPI expanded its product portfolio with vacuum-formed components manufactured by Gibo Plast and injection-moulded components manufactured by SP Moulding.

## Strategy

More direct sales, intensified marketing, more external distributors on selected markets are to increase Ergomat's sales. Ergomat will increasingly cultivate commercial and service enterprises, the administrative and health sectors and strengthen the efforts in America, Eastern Europe and Asia.

Plagiarism and increased competition require development of new products and concepts, and Ergomat will differentiate itself by offering integrated solutions across existing products and by offering supplementary services. At the end of 2010, production was moved to Poland where it is efficient. It is planned to start up production in the USA in 2013 in order to improve customer service and competitiveness.

As a result of the substantial increase in sales and in order to ensure room for future growth, Tinby has entered into a contract with a local investor in Poland on the construction and rental of two new factories of 6,500

sqm. each. The first factory was ready in the middle of 2010 and was commissioned in 2011.

The second factory was ready in the beginning of 2012 and was commissioned. To strengthen its competitive power further and continue to improve customer service, Tinby has set up a factory in China in close connection with SP Moulding's existing factory.

Tinby's establishment in China in 2010 still progresses well, and new customers were obtained in 2012.

Tinby's planned establishment in North America in 2012 in close connection with Ergomat's existing facilities – to improve customer service and competitiveness – has been postponed for now due to changed market conditions.

TPI expands its product programme within ventilation for the agricultural sector on an ongoing basis. The company is cultivating new markets in Asia, the Middle East and Southern Europe on a direct basis and at the same time enhancing the relationship with large turnkey suppliers. TPI will also increasingly focus on industrial ventilation solutions to increase revenue and reduce the dependency on the agricultural sector. TPI will be open to consolidation internationally. The expected growth in production will be handled by Tinby's Polish factory.

The logo mat combines all the ergonomic properties and durability with the added capability of decorating the mat with the customer's logo



# Vacuum forming

- Unsatisfactory operating results in 2012
- New tasks in the cleantech industry
- Expansion in Poland

## 2012 in outline

In January 2012, Management was replaced in order to obtain profitable operations in 2013. This is still expected to be possible.

In Gibo Plast, activities decreased slightly.

2012 was an eventful year as Gibo Plast expanded its activities in Poland and transferred machinery and production to Poland.

In Denmark, much money and many efforts were invested in the installation and commission of two new production lines which facilitate better and more effective servicing of existing customers. The implementation of the two new production lines took too long and entailed undesirable production costs during most of the year. At year end, both new production lines function as planned. Profit for the year is significantly lower than expected at the beginning of the year.

In order to strengthen the capital base in Gibo Plast, SP Group has provided DKK 30 million as new equity by means of a cash contribution.

The merger of Gibo Plast and DKI Form produced one of the largest vacuum forming facilities in Scandinavia to perform complex tasks. In the long term, the merger will enable considerable synergies. In close co-operation with Tinby, Gibo has created a number of interesting solutions to our customers in which the two enterprises' expertise is united.

<b>Name:</b>	Gibo Plast A/S
<b>Website:</b>	<a href="http://www.gibo.dk">www.gibo.dk</a>
<b>Location:</b>	Skjern and Sieradz (Poland)
<b>Executive Board:</b>	CEO Lars R. Bering as from 5 January 2012
<b>Activities:</b>	Gibo Plast develops, designs and manufactures thermo-formed plastic components. The components are mainly used in refrigerators and freezers, buses and cars (automotive), medical device and lighting equipment as well as in the cleantech industry. Gibo Plast has specialised in traditional vacuum forming and the sophisticated High-pressure and Twinsheet technologies.
<b>Description:</b>	Vacuum forming is a process in which plastic sheets are heated and subsequently moulded under vacuum and/or high pressure. The products are subsequently finished by cutting, milling (CNC milling) and finally assembled into the finished product.
<b>Environment/</b> <b>qualit:</b>	Reference is made to the outline of certificates on page 28

## Markets and products

The Scandinavian market for vacuum-formed plastics is valued at approx. DKK 5-600 million. The market is undergoing drastic changes as a number of traditional users of vacuum-formed plastics are pressured by competitors in low-wage areas and therefore move their production to Southern and Eastern Europe or Asia. On the other hand, many components made of materials such as glass fibre, wood and metal may advantageously be replaced by plastic as plastic is lighter and easier to mould, which provides the basis for a growing demand.

An example is Gibo Plast's transport boxes, which are used by automotive, food and electronics enterprises for transportation of particularly sensitive goods or semi-manufactured products both internally and over long distances. The boxes are lighter than wooden boxes, easier to clean and designed so that the components do not touch each other and can easily be moved by industrial robots. Another example is wind turbines where the design qualities of thermo-moulded plastics are pronounced. Plastic sheets come in all colours and with a countless number of different surfaces. Moreover, the components may be provided with technical properties, e.g. the ability to resist heat, cold temperatures, wind, weather and blows.

Within traditional vacuum forming, Gibo Plast is a market leader in Scandinavia and ranks among the ten largest suppliers in Europe. Within the High-pressure and Twinsheet technologies, the position has been strengthened. Gibo Plast is able to handle components of many different sizes and masters both large-scale production and minor series with customised, logo-embossed components. The offer to the customers is supplemented with 3D CAD/CAM design, decoration, surface treatment, assembly and packaging.

## Strategy

In 2012, Gibo Plast put in two new large vacuum forming machines with robots and CNC-controlled millers. In one of the new plant, it will be possible to manufacture very large plastic components of up to 4.2 x 2.5 x 1.0 metre, which makes Gibo Plast the market leader in Northern Europe within moulding of large components. The components are to replace metal and glass fibre components in wind turbines, buses and trains and will provide a competitive advantage in connection with large components. At the other new plant, production will include transparent components in a "white room" where a dustfree environment combined with robots is to ensure better quality and lower payroll costs.

After the acquisition of DKI Form in 2008, Gibo Plast has consolidated production in Denmark at the 12,000 sqm. plant in Skjern.

In 2011, assembly activities were established in Poland. In Q1 2012, the first vacuum forming machines have been moved to Poland, both from the factory in Skjern and the phased-out plant in Spentrup. During 2012, Gibo Plast's production in Poland was expanded to the new 4,000 sqm. factory. In 2013, the production is expected to be expanded to comprise 6,500 sqm.



Products for the nacelle in a wind turbine

Together with a continued improvement of the productivity in Skjern, these initiatives will contribute to radically improving Gibo Plast's profitability in 2012 and 2013.

Gibo Plast has a balanced customer portfolio and a good exposure to a number of industries. The enterprise is making targeted efforts to attract new interesting customers. At the same time, the company improves the relationship with existing customers. Gibo Plast will increasingly contribute to the customers' development phase so that new projects and solutions can be designed and implemented in co-operation with the customers.

Gibo Plast will use its location in the community to cultivate new markets in Eastern and Central Europe. Marketing on new and existing markets will be focussed on disseminate knowledge of plastics in sectors which have traditionally used glass fibre, metals and wood and especially on the High-pressure and Twinsheet technologies allowing greater freedom in design and flexible production of complicated large-sized components. In the long term, Gibo Plast will test new plastic technologies.

Gibo Plast has developed new projects for customers in the cleantech industry, which are expected to contribute positively to sales and earnings in 2013.

# Risk Management

Identification of business risks and management of such risks are part of the annual strategy plan of the Group and the two business areas approved by the Board of Directors. Further, the Board of Directors determines the framework for managing interest rate, credit and currency risks and addressing risks related to raw materials and energy prices. The framework is assessed at least once a year.

The following risks have been identified as the key risks for SP Group, but the list is neither prioritised nor exhaustive:

## Commercial risks

### Market and competitor risks

The recession had a different impact on SP Group's customers, but by far the majority of the customers' sales were affected. SP Group's sales and earnings are therefore very dependent on the future development in GDP.

Several segments of SP Group's Danish primary market have been characterised by excess capacity, numerous small marketers, price pressure and customers requiring still smaller batches and more flexible production. Furthermore, SP Group is experiencing increased competition from the low cost producers in Eastern Europe and Asia. In order to reduce the dependence on the Danish market, SP Group is operating in several areas:

Firstly, exports are increased on an ongoing basis. The Group focuses in particular on other Northern European markets while selected niche products are sold globally. The international share of revenue amounted to 46.1% in 2012 (2011: 49.7%).

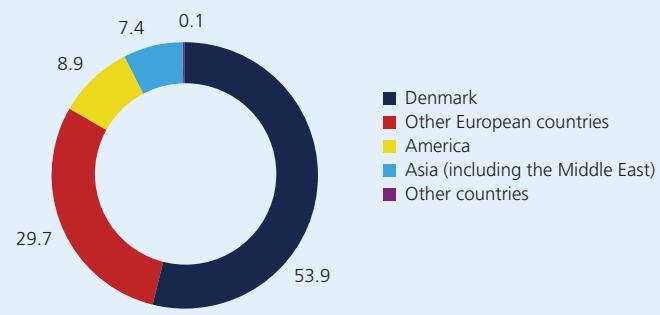
Secondly, SP Group relocates production to its plants in Poland and China on an ongoing basis, and this relocation will continue. Moreover, production activities have been established in Brazil, and in 2013, production activities will be established in the USA. With these measures, the Group will still be able to provide services to customers that outsource their production to these areas and will also be able to cultivate new customers in Eastern Europe, China and the Americas.

Thirdly, SP Group's Danish plants are undergoing continuous modernisation and automation in order to become more efficient and flexible. This work will continue. Finally, SP Group is consolidating parts of the Danish industries either by acquisitions or by merging own plants. This process will also continue, and SP Group has intense focus on reducing costs and utilising the size and expertise of the Group to improve competitiveness. As part of the strategy to differentiate itself, the Group is also strengthening its expertise and competencies in relation to processes, design and materials.

### Customers

SP Group has approx. 1,000 active customers. The ten largest customers account for 54% of the Group's revenue, and this share has increased

Revenue by geographical area in % – 2012



by five percentage points compared to 2011. The 20 largest customers account for 67% of revenue (against 62% in 2011). The 20 largest customers are large consolidated, internationally operating industrial groups.

The largest single customer takes 12.0% of the Group's revenue (a decrease from 13.2% in 2011). At plant level, the dependence on single customers is higher as a result of the specialisation and focus on specific industries.

Well over one third of the Group's sales relates to the healthcare sector, which is thus the largest single industry. SP Group has deliberately cultivated this industry because it is a growth sector offering a variety of opportunities for utilising the expertise of SP Group across its business areas. The exposure to the healthcare industry is therefore desired, and risks are reduced by the Group supplying components to a number of different healthcare enterprises in different segments and on all continents. Rising energy prices have increased the global demand for cleantech products (insulation, energy saving products, renewable energy and environment). Sales to the cleantech industry now account for 34% of the Group's revenue. At group level, SP Group is not over-exposed to certain lines of businesses.

Declining sales to individual or several customers may have a material effect on the Group's earning capacity. To minimise this risk, the Group also seeks to enter into multi-annual customer and co-operation agreements which stipulate the terms of future orders. Furthermore, SP Group is engaged in tasks of production development in co-operation with the customers in order to clearly stand out as a strategic partner. Finally, the Group works on the development of more niche products and products under own brands where the Group is able to control sales to a wider extent. Products under own brands accounted for approx. 16% of the Group's revenue in 2012, including medical device products (guidewires).

## Raw material prices and suppliers

The earnings of SP Group depend on the prices of energy, raw materials (plastics) and other production materials. Most of the Group's raw materials are oil-based, and large fluctuations in oil prices may therefore lead to price increases, which SP Group cannot transfer directly to sales prices.

SP Group enters into hedges on electricity, gas and raw materials on an ongoing basis and has agreed on sales price adjustments with a number of customers in case of increases in energy and raw material prices. The Group has centralised its purchase of critical raw materials to increase the level of delivery reliability and to achieve a better bargaining position by purchasing larger bulks. At the same time, SP Group examines the possibility of sourcing critical raw materials globally on an ongoing basis. The exposure to oil price-driven increases in raw material prices may be reduced but will fundamentally persist.

## Restructuring the production system

Production systems are changed on an ongoing basis, partly by investing in new production equipment and partly by modifying the systems and distribution of tasks. This means that the Group gradually obtains improved specialisation of the production at each plant and that efficiency is increased. There is a risk that the implementation of these changes may cause delays and disruptions and thus inflict extra costs on the Group or affect business volumes. There is also the risk that relocating production equipment and production tasks may cause delays and price increases.

Through careful planning, SP Group aims at minimising costs and time spent by restructuring the production systems. A smooth and swift implementation of these processes is necessary to increase the profitability of the Group.



## Key persons

SP Group is dependent on a number of key persons in the Executive Management and among the Group's specialists. SP Group seeks to retain key persons by offering them challenging tasks, a basic salary in conformity with applicable market conditions and incentive programmes rewarding special performances.

## Insurance

SP Group has an extensive insurance programme reflecting the scope of the Group's activities and their geographical location. Once a year, the insurance programme is examined together with the Group's global advisor to make adjustments supporting the Group's development on an ongoing basis, thereby minimising any impact on the Group's financial performance. Once a year, the insurance policies are also examined by the Board of Directors and adjusted as required.

## Environmental performance

The production plants are subject to a number of environmental requirements in all countries, and further, a number of environmental and quality assurance systems have been implemented by the plants on a voluntary basis. SP Group complies with applicable environmental requirements but provides no guarantees that the general as well as the working environment may not be affected by accident. (Moreover, reference is made to pages 29-30 on CSR.)

## Financial risks

The Group's cash flows and borrowing are controlled centrally. No speculation in financial risks takes place.

### Interest rate risks

Interest rate risks primarily derive from the net interest-bearing debt, i.e. mortgage debt and bank debt less negotiable current asset investments and cash and cash equivalents. At year end, net interest-bearing debt amounted to approx. DKK 395.4 million. 22% of the debt carried a fixed rate for minimum 3-5 years, including mortgage debt with an average interest rate of approx. 1.8%. An increase in the general interest level of one percentage point will result in an increase in the Group's annual interest expenses before tax of approx. DKK 3.1 million.

SP Group focuses on increasing cash flows from operating activities so that the net interest-bearing debt can be reduced and the Group can finance investments via operating activities. The Group also aims at reducing debt by selling non-value creating assets and activities and by entering into operating leases on production equipment.

### Credit risks

SP Group systematically monitors the credit rating of customers and cooperative partners on an ongoing basis and makes use of credit insurance and sale of invoices to partially hedge credit risks. However, trade with blue-chip groups is not subject to credit insurance. No individual customers or cooperative partners pose an unusual credit risk to the Group. The customers and cooperative partners are normally well-reputed companies operating in many different business sectors and countries, which reduces the overall credit risk.

### Currency risks

SP Group concludes currency transactions to hedge commercial agreements. Hedging takes place by means of borrowing, forward exchange contracts or options, and Management assesses the need for hedging each individual transaction on an ongoing basis.

In general, there is a good balance between income and expenses. Approx. 90% of sales are thus recognised in DKK or EUR, and approx. 75% of the Group's fixed costs are incurred in DKK or EUR. The most important commercial currency risk is indirect and relates to the customers' sales outside Europe. Similarly, purchasing is primarily conducted in DKK and EUR although the prices of goods depend on the USD rate.

Moreover, there is a currency risk between PLN and EUR and between RMB and USD as the Group has increasing exports from Poland and China which are settled in EUR and USD, respectively.

38% of the Group's financing has been obtained in EUR, and the remaining debt has been obtained in DKK. A fluctuation of 1% in the EUR rate against DKK may therefore affect the financial performance by up to DKK 1.5 million. To reduce the currency risk and match income and expenses even better, debt relating to the Chinese and Polish enterprises has been raised in USD, PLN and EUR.

### Liquidity risks

It is the Group's objective to have sufficient cash resources to be able to continuously make appropriate arrangements in case of unforeseen changes in cash outflows.

It is Management's opinion that the Company still has reasonable capital resources compared to the Company's operations and sufficient liquidity to meet the Company's present and future liabilities. The Company has had a long-term fruitful and constructive co-operation with its financial business partners. This is expected to be continued. The Group has neither neglected nor been in breach of loan agreements in the financial year or the comparative year.

# Corporate Governance

## Proper and decent management

Proper and decent management is a precondition for SP Group being able to create long-term value for its shareholders, customers, employees and other stakeholders. Management sets up clear strategic and financial goals and provides information on goal achievement on an ongoing basis in order for all stakeholders to be able to evaluate the development and future of the Group. It is essential to Management that SP Group meets its stakeholders at eye level and that the shareholders can exercise their rights freely.

The Board of Directors and the Executive Board strive to act openly in relation to their work and their approach to management. Consequently, Management has chosen to follow the recommendations for corporate governance issued by the Committee on Corporate Governance in 2011 based on the "comply or explain" principle. At <http://www.sp-group.dk/investor+relations/corporate+governance>, the Board of Directors thus systematically describes "the statutory disclosure of corporate governance 2012" in the section Corporate governance, including the key elements in the Group's internal control and risk management systems in connection with financial reporting and attitude towards the recommendations for corporate governance. SP Group complies with the majority of the recommendations but has chosen a different practice in some areas which is more suitable for SP Group. The main deviation involves the following:

- SP Group has not determined any mandatory retirement age for the members of the Board of Directors. SP Group finds that a mandatory retirement age is discriminating and also that the capacity and contribution of each member are more important than their birth certificates.

In a few areas, SP Group has not formalised procedures and policies to the same extent as suggested by the Committee on Corporate Governance. SP Group has, for instance, neither an actual stakeholder policy (but a clear attitude towards and policies for communication) nor has it any separate engagement description for the chairman (instead this is part of the rules of procedure of the Board of Directors).

The Board of Directors has considered appointing committees under the Board of Directors but found that, due to the size of the Group, SP Group does not need such committees and that the Board of Directors is of a size where it is natural and appropriate for the collective Board of Directors to discuss subjects such as audit and remuneration. SP Group has decided to let the collective Board of Directors carry out the duties of the audit committee.

## The work of the Board of Directors

In 2012, the Board of Directors held seven meetings, of which two focused on strategy and budgets, respectively. At the strategy meeting in December, the Board of Directors also discussed business risks and the management of such risks at group level and in the business areas. Once a year, the Board of Directors determines the framework for managing interest rate, credit and currency risks and risks related to raw materials and energy prices, and the Board of Directors follows up on the implementation of this framework on an ongoing basis. Discussion and revision of the rules of procedure are a routine procedure at the board meeting in June. Moreover, the Board of Directors carry out the duties of the audit committee. Separate meetings in the audit committee are held in connection with meetings of the Board of Directors when audit matters are on the agenda.

The Board of Directors assesses the Group's financial position, goals, dividend policy and share structure on an ongoing basis. The dividend policy is specified in the section Shareholder information, and the financial goals are specified in the section Strategic development. The Board of Directors assesses that the financial structure is appropriate for the present size and challenges of SP Group, and the Board of Directors still aims at an equity ratio of 20-35% to ensure an efficient capital structure in 2013. By 2015,

the equity ratio is expected to increase to 25-40%. If the equity ratio increases, the excess capital will be paid to the shareholders.

The Board of Directors receives a weekly report from the Executive Board on a number of pre-determined subjects, including cash flows and development of the business areas. Moreover, the Board of Directors receives a monthly report with detailed financial follow-up.

## Composition of the Board of Directors

The board members elected by the shareholders are up for election each year. During recent years, the Board of Directors has been reduced from eight to four members. 4-5 members is an appropriate number as the Board of Directors can thus work efficiently and gather quickly while at the same time being diverse enough to represent different experience.

The Board of Directors is composed of persons with relevant insight into the plastics industry and management experience from internationally operating production enterprises. The chairman of the Board of Directors, Niels K. Agner, has previously represented a large shareholder in the Board of Directors, and Hans W. Schur is still connected to a large shareholder of the Company, but none of them have been principal shareholders. Thus, no member of the Board of Directors has any other interest in SP Group than safeguarding the shareholders' interests, and SP Group assesses that the Board of Directors currently possesses the qualifications and experience necessary to manage the Group and act as an efficient sparring partner to the Executive Board. Of the board members elected by the annual general meeting, only Erik Christensen is assessed to be independent in accordance with the criteria defined by the Committee on Corporate Governance. The other three board members have been members of the Board of Directors for more than twelve years.

It is recommended that Hans-Henrik Eriksen be elected as a new, independent board member at the annual general meeting in 2013.

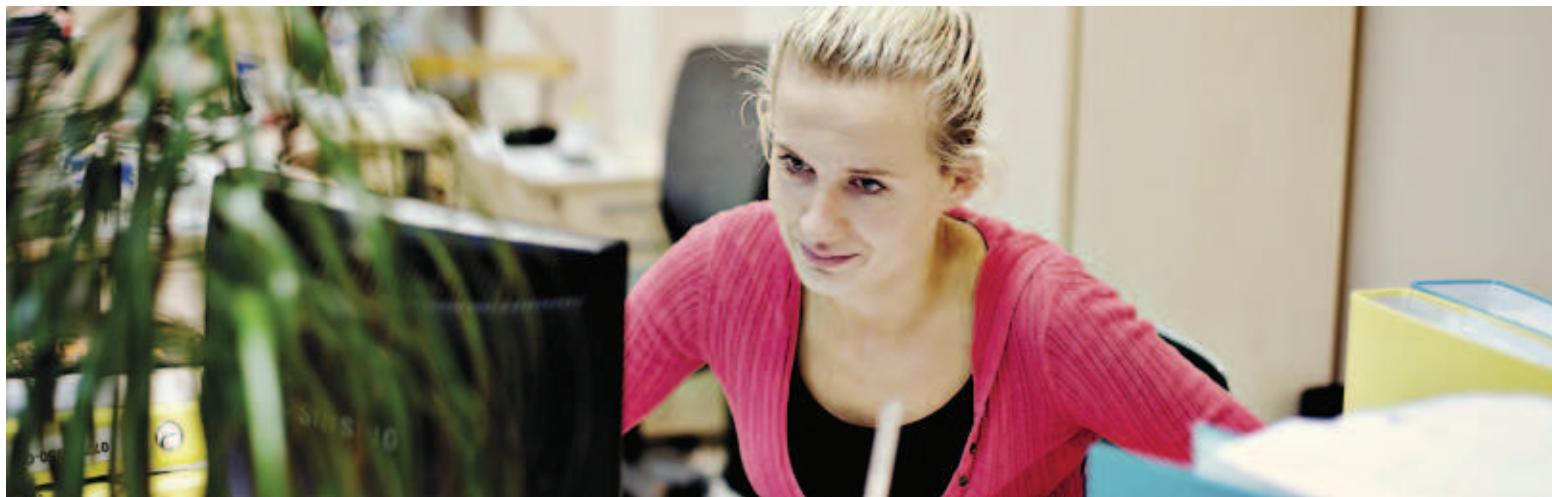
At the annual general meeting in 2009, the two employee representatives on the Board of Directors resigned as their term of office expired. No new representatives have been elected in accordance with the rules of election of group representatives for SP Group's Board of Directors. In the coming year, the Board of Directors will therefore only consist of the members elected by the shareholders.

## Remuneration of Management

The Board of Directors has no incentive programmes but receives an ordinary remuneration determined by the annual general meeting. As announced at the latest annual general meeting, it is recommended that remuneration for 2012 be fixed at DKK 400,000 to the chairman, DKK 250,000 to the deputy chairman and DKK 200,000 to other members. The members of the Board of Directors will not receive any remuneration for any ad hoc tasks but will be reimbursed for travelling expenses in connection with meetings, etc.

The Board of Directors will propose that remuneration for 2013 remains unchanged at DKK 400,000 to the chairman, DKK 250,000 to the deputy chairman and DKK 200,000 to other board members.

Remuneration of the Executive Board is negotiated by the chairman and adopted by the Board of Directors. Remuneration consists of a basic salary and usual allowances such as telephone, company car, etc., free of charge. Total remuneration of the Executive Board amounted to DKK 5.1 million in 2012 against DKK 4.7 million in the previous year. The Executive Board bears the pension contributions itself. The Company's notice of dismissal to CEO Frank Gad is 24 months and 12 months to CFO Jørgen



Malwina Dzieran, logistic, SP Moulding, Poland

Hønnerup Nielsen. If the Executive Board is dismissed in connection with an acquisition of SP Group (including a merger or other combination), the Company will not be obligated to pay any further severance pay.

The Executive Board has no short-term incentive programmes such as bonus. However, SP Group has set up long-term incentive programmes. In 2010, Frank Gad and Jørgen Hønnerup Nielsen were granted 14,000 and 6,000 warrants, respectively.

The granting in 2010 was based on the annual general meeting's granting of authority to the Board of Directors in May 2009 to issue up to 80,000 warrants to the Executive Board and executives of the Group and later increase the share capital by up to DKK 0.8 million when and if the warrants were exercised. Based on this authority, the Board of Directors granted warrants to the Executive Board and 20 other executives in March 2010.

The warrants issued can be exercised to subscribe for shares from 1 April 2013 to 31 March 2015. However, the executives can only exercise warrants during the first two weeks of the open windows when insiders are normally allowed to trade the Company's shares. The exercise price is DKK 45, which was the price when SP Group presented the annual report for 2009 plus annual interest of 7.5% until the time when the warrants are exercised. By means of this interest, SP Group ensures that the programme will not represent a value to the executives until the shareholders have ascertained increasing share prices. The warrants are hedged by means of treasury shares.

In 2011, the Board of Directors issued 100,000 warrants to the Executive Board and executives in the Group. Frank Gad received 20,000 warrants, and Jørgen Nielsen received 10,000 warrants. The remaining 70,000 warrants were distributed between 21 executives. The issued warrants can be exercised to purchase shares in the period 1 April 2014 to 31 March 2017; however, exercise can only take place during the first two weeks in those periods where Management is allowed to trade the Company's shares in accordance with the Company's internal rules. The exercise price is fixed at DKK 100 based on the listed price immediately before and after the publication of the annual report on 30 March 2011. Moreover, an addition of 7.5% p.a. is added calculated from 1 April 2011 and until the warrants can be exercised at the earliest. Thus, SP Group ensures that the programme will not represent a value to the executives until the shareholders have ascertained increasing share prices. The grant in 2011 was made based on the authority granted to the Board of Directors by the annual general meeting in 2010.

In 2012, the Board of Directors issued 100,000 warrants to the Executive Board and executives in the Group. Frank Gad received 20,000 warrants,

and Jørgen Nielsen received 10,000 warrants. The remaining 70,000 warrants were distributed between 22 executives. The issued warrants can be exercised to subscribe for shares in the period 1 April 2015 to 31 March 2018; however, exercise can only take place during the first two weeks in those periods where Management is allowed to trade the Company's shares in accordance with the Company's internal rules. The exercise price is fixed at DKK 120 based on the listed price immediately before and after the publication of the annual report on 28 March 2012. Moreover, an addition of 7.5% p.a. is added calculated from 1 April 2012 and until the warrants can be exercised at the earliest. The programme will not represent a value to the executives until the shareholders have ascertained increasing share prices. The grant in 2012 was made based on the authority granted to the Board of Directors by the annual general meeting in 2011.

The Board of Directors believes that share-based arrangements are necessary to ensure that SP Group will be able to attract and retain qualified executives and key persons. The Board of Directors wishes to tie the executives closer to the Group, reward them for their contribution to the long-term value creation and establish that executives and shareholders have a common interest in increased share prices.

SP Group's programmes so far have all been multi-annual programmes to promote long-term conduct among the executives, and as a result of the annual interest surcharge, the exercise price has been higher than the share price at the grant date. These principles will also apply in the future.

At the annual general meeting in 2013, the Board of Directors will ask for authority to issue up to an additional 200,000 warrants to the executives of the Group. This motion will appear from the notice of the annual general meeting.

## **Key elements in the Group's internal control and risk management systems in connection with the financial reporting**

### **Financial reporting process**

The Board of Directors and the Executive Board have the overall responsibility for the Group's control and risk management in connection with the financial reporting process, including compliance with relevant legislation and other adjustments in connection with the financial reporting. The Group's control and risk management systems can provide reasonable but not absolute assurance that fraudulent use of assets, losses and/or material errors and omissions in connection with the financial reporting are avoided.

## Directorships in Danish and foreign companies, etc., at 1 March 2013



### Niels Kristian Agner,

Director, Værløse, born in 1943.  
Member of the Board of Directors and chairman since 1995.  
Remuneration: DKK 400,000.  
No. of shares: 31,725 personally owned (+2,725) and 5,500 through his own company (+1,500). Related party: 7,000 (0).

Other directorships: Pigro Management ApS (D), Dantherm A/S (BM), Dantherm Fonden (BM), Aktieselskabet Schouw & Co. (BM), G.E.C. Gads Forlag Aktieselskab af 1994 (BM), C. E. Gads Fond (commissioned), Direktør Hans Hornsyld og Hustru Eva Hornsylds Legat (BM), Direktør Svend Hornsylds Legat (BM), D.F. Holding, Skive A/S (BM) and SP Moulding A/S (BF).

### Erik Christensen

Director, Vejle, born in 1937.  
Member of the Board of Directors since 2002.  
No. of shares: 18,000 personally owned (0) and 29,096 (+2,600) though his own company. Related party: 47,000 (+10,200).  
Remuneration: DKK 200,000.



Other directorships: Andreas Andresen A/S (BM), Andresen Invest A/S (BF), B. Christiansen Holding A/S (BM), British Car Import A/S (BM), China Car Import A/S (BF), Ejendomsselskabet af 1. oktober 1999 A/S (BM), Ejendomsselskabet Petersbjerg Kolding A/S (BM), Ejendomsselskabet Sjællandsvej A/S (BM), Hyundai Bil Import A/S (BM), K. Christiansen Holding A/S (BM), Konsul Axel Schur og Hustrus Fond (BM), Luise Andresens Fond (BF), Nic. Christiansen Holding A/S (BF), Nic. Christiansen Import A/S (BF), Nic. Christiansen Invest A/S (BM), Nic. Christiansens Fond (BF), Olitec Packaging Solution A/S (BM), Sarepta A/S (BM), Schur Conference Center A/S (BM), Schur International Holding A/S (BM), Schur Invest A/S (BM), SP Moulding A/S (BM), Terminalen A/S (BM), NCG Retail A/S (BM) and NCG Retail Nordic A/S (BM), Ferrum Holding A/S (BF), Ferrum A/S (BF) and NBK Invest A/S (BM).

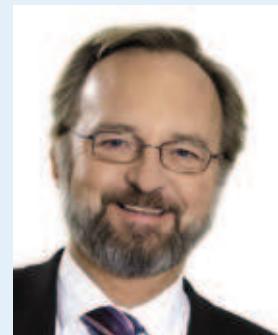


### Erik Preben Holm,

CEO, Hellerup, born in 1960.  
Member of the Board of Directors since 1997, deputy chairman.  
Remuneration: DKK 250,000.  
No. of shares: 1,960 personally owned (0) and 29,790 through his own company (0).  
Other directorships: Aikan A/S (BF), KK-Group A/S (BF), Solum A/S (BF), Solum Roskilde A/S (BF), Vernal A/S (BF), Arvid Nilssons Fond (NF), SP Moulding A/S (NF), AO Invest A/S (BM), Emidan A/S (BM), Brødrrene A & O Johansen A/S (BM), Fonden Maj Invest Equity General Partner (BM), Fanmilk International A/S (BM), Maj Invest Equity A/S (BM), Vega Sea A/S (BM), Lilleheden A/S (BM), Palsgaard Gruppen A/S (BM), PLUS A/S (BM), Equity Datterholding 2 ApS (D), Erik Holm Holding ApS (D), Fondsmæglerselskabet Maj Invest A/S (D), Maj Invest Equity A/S (D) and Maj Invest Holding A/S (D).

### Hans Wilhelm Schur,

CEO, Horsens, born in 1951.  
Member of the Board of Directors since 1999.  
Remuneration: DKK 200,000.  
No. of shares: 0 and related party 367,851 (+39,140).  
Other directorships: Dansk Industri, Horsens (BM), Danmarks Industrimuseum (BF), Konsul Axel Schur og Hustrus Fond (BF), Schur International A/S (D and BM) and Schur Invest A/S (D and BM), Dit Pulterkammer A/S (BM), SP Moulding A/S (BM) and member of Nykredit's Committee of Representatives.



BF = chairman of the board

D = director

NF = deputy chairman

BM = board member.

## Control environment

At least once a year, the Board of Directors assesses the Group's organisational structure, the risk of fraud and the existence of internal rules and guidelines.

The Board of Directors and the Executive Board lay down and approve overall policies, procedures and controls in significant areas in connection with the financial reporting process, including business procedures and internal controls, budget and budget follow-up procedures, procedures for the preparation of monthly financial statements and controlling in this connection and procedures for reporting to the Board of Directors.

The Board of Directors may set up committees in relation to special tasks. For further information, see the section Proper and decent management.

The Executive Board monitors on an ongoing basis compliance with relevant legislation and other regulations and provisions in connection with

the financial reporting and reports to the Board of Directors on an ongoing basis.

## Risk assessment

At least once a year, the Board of Directors makes an overall assessment of risks relating to the financial reporting process. As part of the risk management, the Board of Directors considers the risk of fraud and the measures to be taken in order to reduce and/or eliminate such risks. In this connection, Management's incentive/motive, if any, for fraudulent financial reporting or other fraud is discussed.

## Audit committee

The duties of the audit committee are carried out by the collective members of the Board of Directors. Erik Christensen is the independent member with accounting qualifications.

## Executive Board



### Frank Gad, CEO

Born in 1960, MSc in Economics and Business Administration, Frederiksberg. Salary in 2012: DKK 3.2 million and a car. Share-based salary in 2012: DKK 128,554\*.

Frank Gad took up his position in November 2004 and is also the CEO of SP Moulding A/S and chairman of the Board of Directors of the most significant subsidiaries of SP Group.

Previous employment: CEO of FLS-midt A/S (1999-2004), CEO of Mærsk Container Industri A/S (1996-1999) and employment at Odense Staalskibsværft (1985-1999), Executive Vice President at the time of resignation.

External directorships: Member of the Board of Directors of Danionics A/S and Danionics Asia Ltd. Hong Kong and Plastindustrien i Danmark. Director of Frank Gad ApS, Gadplast ApS and Gadmol ApS. Member of the Committee of Representatives of Foreningen Nykredit.

Shares in SP Group: 72,216 personally owned (0) and 222,469 (+6,546) through his own company. Related party: 3,990 (0).

\* Assessed according to Black Scholes at the grant date.



### Jørgen Hønnerup Nielsen, CFO

Born in 1956, Graduate Diploma in Business Administration, Odense. Salary in 2012: DKK 1.4 million and a car. Share-based salary in 2012: DKK 80,007\*.

Jørgen Nielsen joined Tinby in 1987 and has been employed in SP Group since 2002. Jørgen Nielsen was admitted as member of the Group Executive Board at 1 March 2007.

Previous employment: Rasm. Holbeck og Søn A/S 1985-87, Revisionsfirmaet

Knud E. Rasmussen 1978-85.

External directorships: None.

Shares in SP Group: 6,800 (+600).

\* Assessed according to Black Scholes at the grant date.

## Auditors

To perform the audit, an audit firm of state authorised public accountants is appointed at the annual general meeting upon the Board of Directors' recommendation. The auditors are representatives of the general public. The auditors prepare long-form audit reports to the collective Board of Directors at least twice a year and also immediately after identifying any matters which the Board of Directors should address. The auditors participate in the meetings of the Board of Directors in connection with the presentation of long-form audit reports to the Board of Directors. Prior to the recommendation for appointment at the annual general meeting, the Board of Directors makes an assessment, in consultation with the Executive Board, of the auditors' independence, competences, etc.

All significant subsidiaries are audited by the Parent's auditors or by their foreign co-operative partners.

## Management team

### Other executive employees of SP Group are:

**Niels Uhrbrand**, Managing Director of Accoat A/S

**Lars Ravn Bering**, Managing Director of Gibo Plast A/S

**Torben Nielsen**, Managing Director of Tinby A/S

**Steen Ole Therkelsen**, Director of Tinby A/S

**Adam Czyzynski**, Managing Director of Tinby Sp. z o.o., Poland

**Jeroen van der Heijden**, Managing Director, TPI Polytechniek BV, the Netherlands

**Claus Lendal**, Managing Director of Ergomat A/S

**Kenny Rosendahl**, Director of SP Medical A/S

**Mogens Laigaard**, Director of SP Medical A/S, guidewire department

**Jens Hinke**, Director of R&D in SP Group A/S

**Jan R. Sørensen**, Managing Director of SP Moulding (Suzhou) Co., Ltd., China

**Jens Birklund Andersen**, Director of SP Moulding A/S, Stoholm

**John Overby Andersen**, Plant Manager of SP Moulding A/S, Juelsminde (retired on 31 December 2012)

**Jesper R. Holm**, Director of SP Moulding Sp. z o.o., Poland, until 1 August 2012. Subsequently, Director in Juelsminde.

**Iwona Czyzynski**, Plant Manager, SP Medical Sp. z o.o., Poland

**Renato Miom**, Plant Manager, Accoat do Brasil Ltda., Brazil

**Anie Simard**, Operation Manager, Ergomat Inc., USA

**Monika Karczewska**, Plant Manager, SP Moulding Sp. z o.o., Poland, from 1 August 2012

**Erik Kjellner**, Managing Director of SP Extrusion A/S

**Mia Mørk**, Executive Assistant in SP Group A/S

## Ownership interest at 22 March 2013:

Board of Directors and Executive Board:	Private	Own company	Related party	Total	% of share capital
Niels Kristian Agner	31,725	5,500	7,000	44,225	2.2
Erik Preben Holm	1,960	29,790		31,750	1.6
Hans Wilhelm Schur			367,851	367,851	18.2
Erik Christensen	18,000	29,096	47,000	94,096	4.6
Frank Gad	72,216	222,469	3,990	298,675	14.8
Jørgen Nielsen	6,800			6,800	0.3
	<b>130,701</b>	<b>286,855</b>	<b>425,841</b>	<b>843,397</b>	<b>41.7</b>

# Shareholder Information

## Overall objective

SP Group seeks to openly communicate the Group's operations, development, strategy and goals. The purpose is to ensure the liquidity of the Company's share and that the pricing reflects the realised results as well as future earnings potential. SP Group's goal is to ensure a positive rate of return to the shareholders through increases in the share price and payment of dividends.

## Share capital

SP Group's shares are listed on NASDAQ OMX Copenhagen under the short name SPG, the ISIN code is DK0010244771 and ID CSE3358. SP Group is included in the Materials sector.

The share capital of DKK 20.24 million is distributed on 2,024,000 shares of DKK 10 each. SP Group only has one class of shares, and all shares are freely negotiable, and the voting and ownership rights are not subject to any restrictions.

The Board of Directors is authorised to carry out a capital increase in accordance with the existing warrant programmes. At the same time, the Board of Directors is authorised to increase the share capital by up to nom. DKK 10 million in the period until 1 April 2015 by subscribing for new shares at market price or a lower price determined by the Board of Directors, however, not below DKK 10.

## Change of control

The Company's lenders are entitled to renegotiate the loan terms in case of change of control.

A number of customers are entitled to cancel trading agreements in case of change of control.

## Shareholders' return

At present, the Board of Directors of SP Group primarily intends to use profits to strengthen the Company's financial position and finance initiatives contributing to profitable growth. The Board of Directors proposes dividends to the shareholders of DKK 2.50 per share as the Group has reduced its debt to less than four times EBITDA reaching its goal that EBIT is to exceed 5% of revenue and that the equity ratio exceeds 25%.

During the year, the share was traded between price 91.0 and price 135.0. The share ended the year at a price of DKK 120.0, which corresponds to a market value of DKK 242.9 million. In 2012, the share return was +34.1%, including dividends of DKK 2.0 per share. The increase in the

price of SP Group's shares was thus considerably higher than the general development on NASDAQ OMX Copenhagen.

## Share buy-back programme

To partially hedge existing warrant programmes, SP Group launched a share buy-back programme on 23 August 2012 (company announcement no. 17, 2012) under the so-called "Safe Harbour" regulation.

At year end 2012, 48,746 shares had been acquired at a price of DKK 6.1 million under the programme, which expires on 29 April 2013. On 2 January 2013, the share buy-back programme was expanded by DKK 5.0 million to DKK 13.0 million for partial payment in relation to the acquisition of non-controlling shares in the subsidiary TPI Polytechniek BV.

## Ownership and liquidity

At the beginning of March 2013, two shareholders gave notice of holding more than 5% of the shares, namely Schur Finance A/S and Frank Gad (including related party) with a total of 33.0%. During the year, the number of registered shareholders increased from 755 to 798, and the registered shareholders' total ownership interest now amounts to 85.9% of the share capital (against 78.5% at the beginning of March 2012).

The known shareholder base outside Denmark is still modest. 28 international shareholders with a total of 8.31% of the shares have been registered.

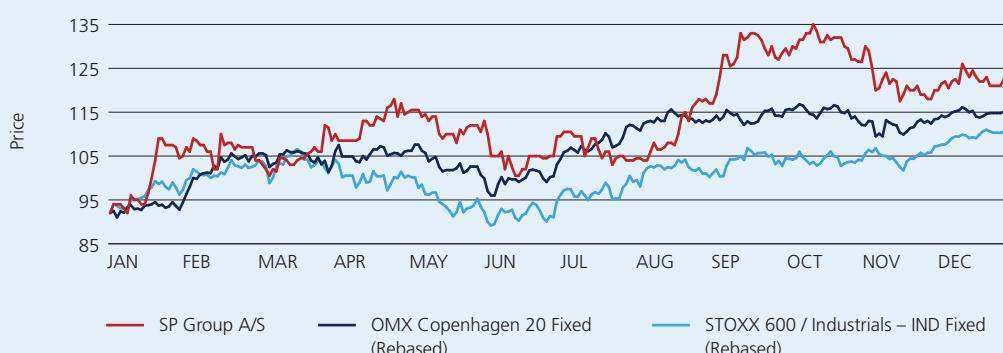
During the year, 491,208 shares were traded corresponding to 24.3% of the share capital. The share price of the traded shares amounted to DKK 56.5 million. Revenue measured in DKK decreased by 26.0% compared to the previous year, and measured in number of components, the decrease in revenue was 39.0% compared to the previous year.

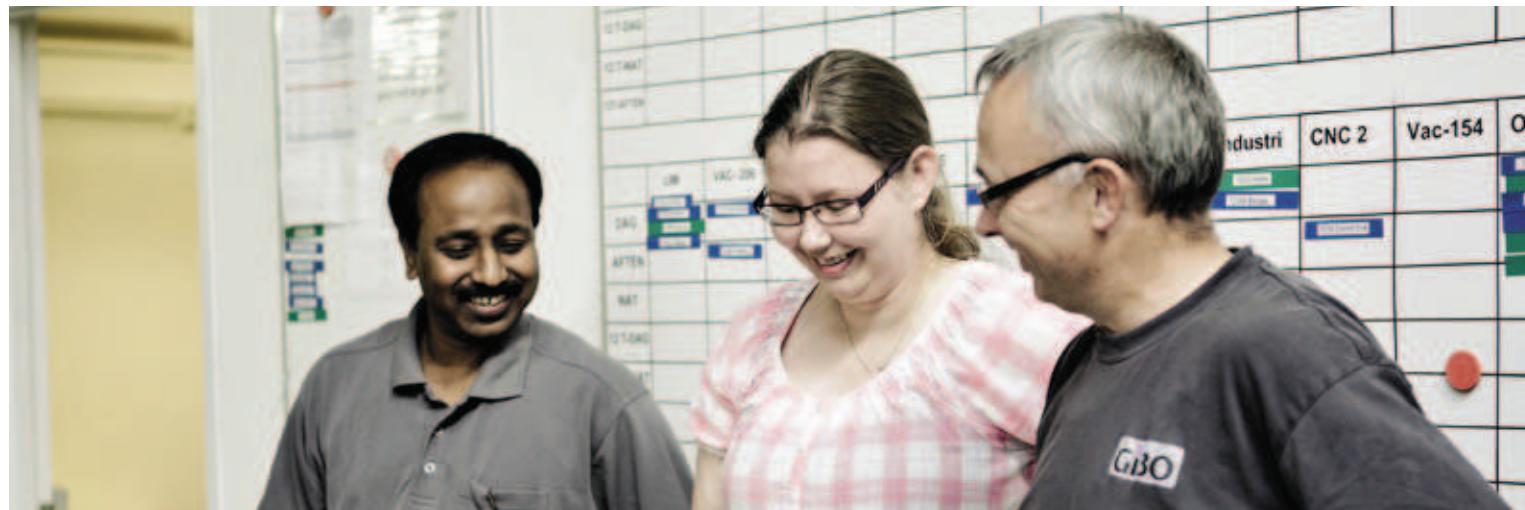
## Information

Generally, SP Group seeks to maintain an ongoing, timely and balanced dialogue with existing and potential shareholders, share analysts and other stakeholders. The Company's executives participate in meetings with both professional and private investors as well as analysts on an ongoing basis. Presentations from the meetings are available on the website where other relevant information can also be found and access to news subscriptions is provided. Finally, it is important to SP Group that all requests and inquiries from shareholders and other stakeholders are handled as quickly as possible.

SP Group has an idle period of three weeks up to the publication of scheduled interim and full-year reports where period the Group does not comment on financial performance or expectations. Outside these

Development in the price of SP Group's shares from 1 January to 31 December 2012. Index 3.1.2012 = 92,0





Vijaykumaran Kanapathyppilai, Jeannett Jensen and Poul Sørensen drøfter leveringsplanen

idle periods, the central point of communications to the share market is the well-defined financial goals set out by the Group on which SP Group follows up on an ongoing basis.

The person responsible for investor and analyst relations is CEO Frank Gad, tel. (+45) 70 23 23 79, e-mail: info@sp-group.dk.

Further shareholder information is available at the website [www.sp-group.dk](http://www.sp-group.dk).

Published stock exchange announcements in 2012 and 2013:  
Announcements are available at SP Group's website: [www.sp-group.dk](http://www.sp-group.dk)

## Financial Calendar for 2013

<b>22 March</b>	Preliminary announcement of financial statements for 2012
<b>19 April</b>	Annual general meeting
<b>22 May</b>	Interim report for Q1 2013
<b>22 August</b>	Interim report for H1 2013
<b>4 November</b>	Interim report for Q3 2013

## Share information – SP Group A/S – end of February 2013

Name	Registered office	Number	Share (%)
Schur Finance A/S	Horsens	367,851	18.2%
Frank Gad, including related party	Frederiksberg	298,675	14.8%
<b>666,526</b>			<b>33.0%</b>
<b>Distribution of other shares</b>			
SP Group (treasury shares)		73,435	3.6%
Registered shares below 5%		998,059	49.3%
Non-registered shares		285,980	14.1%
<b>TOTAL</b>			<b>2,024,000</b>
			<b>100.0%</b>

## Development in the price of SP Group's shares from 1 January 2005 to 31 December 2012. Index 3.1.2010 = 42,9



# Quality control

At the end of 2012, all the Group's production sites in Denmark, Poland and China were ISO 9001 certified.

Site	ISO 9001	ISO 14001	ISO 18000	Other
<b>Gibo</b>				
– Denmark	x	x	x	
<b>SP Moulding</b>				
– Juelsminde	x	x		
– Stoholm	x	x		
– Poland	x			
– China	x	x		
<b>SP Medical</b>				
– Karise	x	x		ISO 13485
– Poland	x			ISO 13485
<b>Tinby</b>				
– Denmark	x			
– Poland	x			
– China	x	x		
<b>Accoat</b>				
– Stoholm	x	x		
– Kvistgaard	x	x		
– Brazil				

Global Thinking

## R&D

For the R&D activities, 2012 was a very interesting year.

As in previous years, we provided advisory services on the development of new materials, processes and technical design. This work is usually user driven, but we increasingly try to be proactive and rethink our customers' needs. Moreover, some activities involve us participating in the development of new materials within our core areas without having a specific customer assignment yet. These projects are usually carried out in cooperation with suppliers of raw materials, universities and other companies. Among other things, this cooperation led to the submission of a patent application in 2012.

In 2012, we experienced an unusually large number of inquiries regarding development assignments for large foreign companies. In the autumn 2012, such cooperation entailed that a patent application was submitted in the USA based on our idea with us as co-inventor.

The increased number of contacts is due to the fact that we have become more visible globally; particularly because of Accoat's strong, international marketing. When contacts are maintained and the cooperation is expanded to partnerships, we assume that the customers perceive us as innovative, trustworthy and value-adding.

We believe that 2013 will be even more interesting. We will continue to develop and erect a plant for production of components for fuel cells. We will receive government assistance for this project, and the work will be carried out in close cooperation with a number of partners.

Spring 2013 is kicked off with two large research projects regarding Graphen; a new material with great potential. We look forward to getting started!



# Reporting on corporate social responsibility

## Statutory corporate social responsibility statement

SP Group acknowledges the Group's responsibility to contribute to a sustainable development, and SP Group recognises the correlation between acting responsibly on the one hand and increasing the Group's earnings and growth on the other.

The basis of SP Group's work with social responsibility is the UN Global Compact – the ten principles of human rights, employee rights, environment and anti-corruption according to which the UN has listed guidelines for companies' work to ensure a more sustainable development. SP Group follows the 10 principles set out in the UN Global Compact and gives an account of the four areas in the following.

As of the beginning of 2012, SP Group's largest subsidiary, SP Moulding A/S, participates in the Global Compact.

## Environmental performance

In accordance with the UN Global Compact, SP Group takes initiatives to promote greater environmental responsibility and reduce the Group's impact on the internal and external environment, and SP Group also seeks to promote the use of more environmentally friendly technologies and materials.

It is SP Group's strategy that all production companies must implement a certifiable environmental management system which ensures:

- the use of environmentally friendly products in the production and development processes
- minimisation of waste and refuse as well as resource consumption
- recycling of materials and products to the widest extent possible
- a satisfactory working environment for the employees, prioritising safety and environmental impact

With the substantial increase in energy and raw material prices as well as increasing waste disposal expenses, it is financially sound to reduce energy and raw material consumption and reduce the waste percentage. Therefore, all plants focus on these efforts. SP Moulding's factories have introduced decentralised grinders on all machines to replace the central grinders. This ensures that the remaining material from the production of each component is grinded immediately and led down a closed system together with the plastic material for the next component. In this way, a larger part of the plastic material is used. Tinby has also improved the processes so materials are now fed more effectively, which increases the rate of use and reduces waste.

Every month, SP Group examines a number of key figures for consumption of energy, heating, water and raw materials in all its factories. The results are used for internal benchmarking and to widely implement initiatives which, at some plants, have proved to reduce the resource consumption. If the duty system is changed in Denmark, a greater part of the excess waste heat can be used for heating.

In 2011 and 2012, SP Group carried out tests using recycled plastics for selected products (Plastic Wood Compound). The tests are expected to result in commercial production during 2013. Thus, SP Group will contribute to dramatically reducing not only its own but also others' environmental impact.

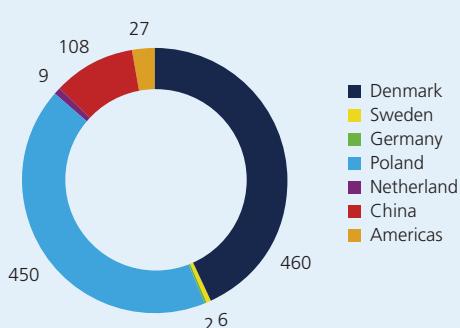
The most considerable impact on the environment occurs when SP Group's enterprises consume energy (particularly power) and raw materials during production and divert waste from production. The direct CO<sub>2</sub> emission from the companies is limited, but CO<sub>2</sub> indirectly impacts the environment when power plants produce the power and when products are transported from SP Group. SP Group has no direct influence on the power plants' production, but a substantial part of the power is purchased from Danish plants where the power is produced from renewable energy, primarily wind turbines. In respect of transportation, SP Group selects partners with modern and environmentally friendly materials.

Plastics produced and used with care have a positive impact on the environment. In environmental life cycle analyses, plastics are generally superior to most alternative materials. Therefore, an increased use of plastics will reduce the total impact on the environment.

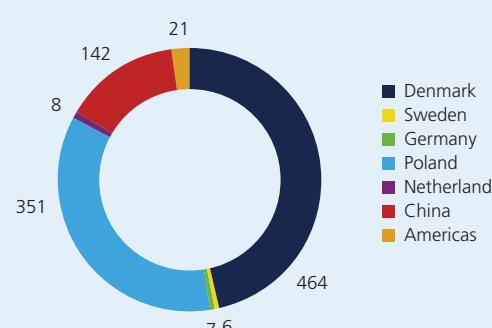
Acid gasses, however, are produced during production of fluoroplastic coatings, but they are removed in a flue gas scrubber before being led out through the chimney and are therefore not a nuisance to the surroundings. The use of fluoroplastic coatings is very beneficiary to the environment in many ways. They are, for example, used as corrosion protection in flue gas purifying plants at coal-fired power plants to avoid acid rainwater. At the same time, the coating of surfaces with fluoroplastics generates considerable savings on cleaning materials and solvents as well as water.

Generally, plastics are lighter than metal, and the lower weight can be used to increase the capacity of transport equipment and, thus, reduce fuel consumption, which is good for the environment. Obvious examples include rolling stock like agricultural machinery, tractors, combine harvesters, buses and cars where the exterior parts can be manufactured in plastic instead of metal, and the plastic lasts for many years – even when used outdoors – without corroding.

Distribution of employees by geographical area in 2012 (average)



Distribution of employees by geographical area in 2011 (average)



The unique insulation properties of polyurethane are used to reduce waste of heat, for example, and to ensure environmentally friendly and efficient district ventilating systems.

Health and safety have been taken into account in the production processes at the individual plants.

SP Group estimates that it complies with all current environmental regulations and that no enforcement orders remain unsolved anywhere in production.

A significant part of SP Group's products (34% of revenue) is sold to the cleantech industry, which uses the products for:

- reduction of energy consumption
- production of alternative energy
- purification of smoke from coal-fired power plants and petrochemical plants.

## Employees

SP Group's average staff outside Denmark increased by approx. 12.5% to 602 employees in 2012. The number of employees in Denmark decreased from 464 to 460. Globally, SP Group's staff increased from 1,052 at the beginning of the year to 1,089 at year end. On average, there were 1,062 employees in SP Group in 2012. At year end, 43% of the staff was employed in Denmark, and 57% was employed abroad. The year saw a shift of 5 percentage points. Going forward, growth is expected to take place primarily in Eastern Europe and Asia.

SP Group complies with the principles of the International Labor Organisation's convention and the UN Declaration on Human Rights (UNDHR). This means that the Group will not tolerate child labour or forced labour, will not employ minors and that any kind of discrimination in working and employment conditions is prohibited. SP Group solely recruits, appoints and promotes employees on the basis of their qualifications and experience. The employees have the right to freely unionise, express their opinions and participate in or elect people to participate in collective bodies. At the Danish companies, the employees appoint representatives for joint consultation committees and working environment committees where they meet with local management. At the production units in Poland and China, systems have been established where the employees appoint spokesmen for negotiations with management.

In Denmark, wages and salaries and working conditions are determined in collective agreements resulting from local negotiations. In Poland and China, the conditions and rights of the employees are primarily stipulated by legislation, codes and regulations. As an employer, SP Group observes national legislation and collective agreements as well as rules governing working hours, etc., as a minimum. Moreover, SP Group seeks to offer employees additional benefits.

In recent years, SP Group has closed down a number of Danish plants and discharged employees. Such measures are regrettable but necessary to strengthen competitiveness. In connection with comprehensive dismissals, SP Group complies with the rules of notice and negotiations with employees, but SP Group also seeks to ease the consequences for the affected employees by taking extra measures.

Furthermore, SP Group seeks to improve the employees' qualifications through supplementary training and continuing education. The goal is to improve the qualifications of the employees to enable them to handle different tasks, which increases production flexibility and provides varied workdays for the individual employee. SP Group also applies the systematic roll-out of Lean processes to the plants to enable the employees to influence their own working situation as well as processes and workflow.

## Fight against corruption

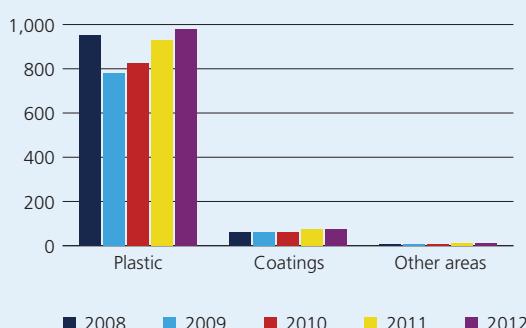
SP Group does not participate in corruption or bribery. Unfortunately, we are often met with requests for secret commission, which we refuse.

## Continued CSR work

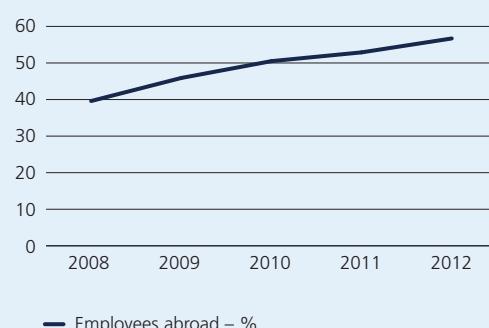
SP Group complies with the ten principles of the UN Global Compact in word and action and will sign the Global Compact charter. As of the beginning of 2012, SP Group's largest subsidiary, SP Moulding A/S, participates in the Global Compact. The Group will still focus on further promotion of the use of environmentally friendly technologies and materials and seek to disseminate knowledge of the unique properties of plastics.

At present, SP Group has no plans to perform extensive systematic CSR control at the Group's suppliers of material as the majority of them are large well-reputed international groups which give a detailed account of their efforts within corporate social responsibility in information material made available to the public. SP Group performs CSR control at the Group's mould suppliers.

**Distribution of employees (average) 2008-2012**



**Distribution of employees abroad (average) 2008-2012**





Plastics drives innovation,  
improves quality of life, facilitates  
resource efficiency and  
climate protection

Accoat, Gibo Plast, SP Moulding and Tinby  
manufacture items for the  
cleantech industry



# Statement by Management on the annual report

We have today presented the annual report of SP Group A/S for the financial year 1 January – 31 December 2012.

The annual report has been prepared in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for annual reports of listed companies.

It is our opinion that the consolidated financial statements and the parent company financial statements give a true and fair view of the Group's and the Parent's financial position at 31 December 2012 and of the results of the Group's and the Parent's operations and cash flows for the financial year 1 January – 31 December 2012.

Further, in our opinion, the Management commentary gives a fair review of the development in the Group's and the Parent's operations and financial matters as a whole as well as information about material risks and uncertainties that the Group and the Parent face.

We recommend that the annual report be approved at the annual general meeting.

Søndersø, 22 March 2013

## Executive Board



Frank Gad  
CEO



Jørgen Hønnerup Nielsen  
CFO

## Board of Directors



Niels K. Agner  
Chairman



Erik Preben Holm  
Deputy Chairman



Erik Christensen



Hans Wilhelm Schur

# Independent auditor's report

To the shareholders of SP Group A/S

## Report on the consolidated financial statements and the parent company financial statements

We have audited the consolidated financial statements and the parent company financial statements of SP Group A/S for the financial year 1 January to 31 December 2012, which comprise the income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including accounting policies, for the Group as well as the Parent. The consolidated financial statements and the parent company financial statements have been prepared in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies.

## Management's responsibility for the consolidated financial statements and the parent company financial statements

Management is responsible for the preparation of consolidated financial statements and parent company financial statements that give a true and fair view in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies and for such internal control that Management determines is necessary to enable the preparation of consolidated financial statements and parent company financial statements that are free from material misstatement, whether due to fraud or error.

## Auditors' responsibility

Our responsibility is to express an opinion on the consolidated financial statements and the parent company financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing and additional requirements in accordance with Danish audit regulation. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the consolidated financial statements and the parent company financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements and the parent company financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the consolidated financial statements and the parent company financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Company's preparation of consolidated financial statements and parent company financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as evaluating the overall presentation of the consolidated financial statements and the parent company financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Our audit has not resulted in any qualification.

## Opinion

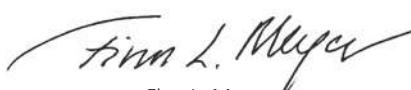
In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the Group's and the Parent's financial position at 31 December 2012 and of their financial performance and cash flows for the financial year 1 January to 31 December 2012 in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies.

## Statement on the Management commentary

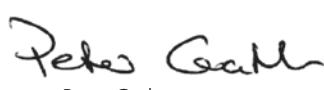
Pursuant to the Danish Financial Statements Act, we have read the Management commentary. We have not performed any further procedures in addition to the audit of the consolidated financial statements and the parent company financial statements. Based on this, we believe that the disclosures in the Management commentary are consistent with the consolidated financial statements and the parent company financial statements.

Copenhagen, 22 March 2013

KPMG  
Statsautoriseret Revisionspartnerselskab



Finn L. Meyer  
State Authorised Public Accountant



Peter Gath  
State Authorised Public Accountant

# Income statement 2012

PARENT				GROUP	
2011	2012	Note	DKK'000	2012	2011
24,882	8,218		Revenue	1,108,527	976,805
-16,564	0	3.6	Production costs	-795,975	-696,637
<b>8,318</b>	<b>8,218</b>		<b>Contribution margin</b>	<b>312,552</b>	<b>280,168</b>
2,010	2,964	4	Other operating income	0	1,532
-5,676	-7,384	5	External expenses	-84,088	-72,150
-10,900	-11,831	5,6,7	Staff costs	-123,884	-113,019
<b>-6,248</b>	<b>-8,033</b>		<b>Profit/loss before depreciation, amortisation and impairment losses (EBITDA)</b>	<b>104,580</b>	<b>96,531</b>
-1,510	-3,523	8	Depreciation, amortisation and impairment losses	-46,467	-43,770
<b>-7,758</b>	<b>-11,556</b>		<b>Profit/loss before financial items (EBIT)</b>	<b>58,113</b>	<b>52,761</b>
14,029	22,845	9	Income from group enterprises	-	-
2,054	2,499	10	Other financial income	735	625
-8,313	-8,161	11	Financial expenses	-17,237	-19,111
<b>12</b>	<b>5,627</b>		<b>Profit before tax</b>	<b>41,611</b>	<b>34,275</b>
3,037	4,152	12	Tax on profit for the year	-9,774	-8,369
<b>3,049</b>	<b>9,779</b>		<b>Profit for the year</b>	<b>31,837</b>	<b>25,906</b>
			<b>Attributable to:</b>		
			Parent's shareholders	31,563	22,832
			Non-controlling interests	274	3,074
				<b>31,837</b>	<b>25,906</b>
			<b>Earnings per share (EPS)</b>		
		13	Earnings per share (DKK)	15.66	11.28
		13	Earnings per share, diluted (DKK)	15.34	11.11
			<b>Proposed profit appropriation</b>		
4,048	5,060		Dividends		
-999	4,719		Retained earnings		
<b>3,049</b>	<b>9,779</b>				

# Statement of comprehensive income 2012

PARENT				GROUP	
2011	2012	Note	DKK'000	2012	2011
<b>3,049</b>	<b>9,779</b>		<b>Profit for the year</b>	<b>31,837</b>	<b>25,906</b>
			Other comprehensive income:		
0	0		Exchange rate adjustments relating to foreign subsidiaries	2,883	-872
2,009	0		Other adjustments	0	0
-347	-2,153		Net fair value adjustment of financial instruments acquired to hedge future cash flows	9,868	-9,860
0	0		Portion relating to net fair value adjustments transferred to revenue	2,555	1,350
184	772		Portion relating to net fair value adjustments transferred to financial expenses	772	184
41	345	12	Tax on other comprehensive income	-2,453	1,621
<b>1,887</b>	<b>-1,036</b>		<b>Other comprehensive income</b>	<b>13,625</b>	<b>-7,577</b>
<b>4,936</b>	<b>8,743</b>		<b>Total comprehensive income</b>	<b>45,462</b>	<b>18,329</b>
			Attributable to:		
			Non-controlling interests	342	3,678
			Shareholders of SP Group A/S	45,120	14,651
				<b>45,462</b>	<b>18,329</b>

# Balance sheet at 31 December 2012

PARENT				GROUP	
2011	2012	Note	DKK'000	2012	2011
0	0		Completed development projects	11,223	13,197
191	118		Software	3,813	1,459
0	0		Customer files	1,500	1,800
0	0		Goodwill	104,878	105,009
0	0		Development projects in progress	1,911	417
<b>191</b>	<b>118</b>	14	<b>Intangible assets</b>	<b>123,325</b>	<b>121,882</b>
28,463	71,400		Land and buildings	134,394	104,315
0	0		Plant and machinery	189,044	154,357
3,209	2,585		Other fixtures and fittings, tools and equipment	20,649	20,922
0	0		Leasehold improvements	13,994	9,657
282	303		Property, plant and equipment in progress	25,280	13,999
<b>31,954</b>	<b>74,288</b>	15	<b>Property, plant and equipment</b>	<b>383,361</b>	<b>303,250</b>
304,336	339,336	16	Investments in subsidiaries	-	-
3,000	3,000		Deposits	3,029	13,029
14,271	11,174	24	Deferred tax assets	2,149	1,950
<b>321,607</b>	<b>353,510</b>		<b>Other non-current assets</b>	<b>5,178</b>	<b>14,979</b>
<b>353,752</b>	<b>427,916</b>		<b>Non-current assets</b>	<b>511,864</b>	<b>440,111</b>
<b>0</b>	<b>0</b>	17	<b>Inventories</b>	<b>186,232</b>	<b>176,929</b>
241	296	18	Trade receivables	81,906	105,135
63,548	30,583		Receivables from subsidiaries	-	-
0	4,295		Income taxes receivable	492	334
51	7,107	19	Other receivables	16,817	7,860
1,879	1,938		Prepayments	6,767	5,735
<b>65,719</b>	<b>44,219</b>		<b>Receivables</b>	<b>105,982</b>	<b>119,064</b>
<b>121</b>	<b>194</b>	20	<b>Cash</b>	<b>32,255</b>	<b>33,003</b>
<b>65,840</b>	<b>44,413</b>		<b>Current assets</b>	<b>324,469</b>	<b>328,996</b>
<b>419,592</b>	<b>472,329</b>		<b>Assets</b>	<b>836,333</b>	<b>769,107</b>

PARENT				GROUP	
2011	2012	Note	DKK'000	2012	2011
20,240	20,240	21	Share capital	20,240	20,240
172	152	22	Other reserves	11,352	-3,221
0	-6,132		Reserve for treasury shares	-6,132	0
159,749	164,468		Retained earnings	196,526	170,023
4,048	5,060		Dividends	5,060	4,048
<b>184,209</b>	<b>183,788</b>		<b>Equity attributable to Parent's shareholders</b>	<b>227,046</b>	<b>191,090</b>
-	-		<b>Equity attributable to non-controlling interests</b>	<b>13,085</b>	<b>14,509</b>
<b>184,209</b>	<b>183,788</b>		<b>Equity</b>	<b>240,131</b>	<b>205,599</b>
65,421	53,715	23	Bank debt	54,714	67,421
77,744	107,521	23	Financial institutions	175,025	158,568
1,923	1,420	23	Finance lease obligations	31,864	1,923
0	0	24	Deferred tax liabilities	8,004	3,793
<b>145,088</b>	<b>162,656</b>		<b>Non-current liabilities</b>	<b>269,607</b>	<b>231,705</b>
14,536	15,545	23	Current portion of non-current liabilities	30,849	23,865
67,033	63,968	19	Bank debt	135,202	149,302
0	0		Prepayments received from customers	655	1,776
0	1,650	25	Trade payables	106,197	102,526
1,774	37,129		Payables to subsidiaries	-	-
0	0		Income taxes	1,052	1,158
6,952	7,593	26	Other payables	52,194	52,684
0	0		Deferred income	446	492
<b>90,295</b>	<b>125,885</b>		<b>Current liabilities</b>	<b>326,595</b>	<b>331,803</b>
<b>235,383</b>	<b>288,541</b>		<b>Liabilities</b>	<b>596,202</b>	<b>563,508</b>
<b>419,592</b>	<b>472,329</b>		<b>Equity and liabilities</b>	<b>836,333</b>	<b>769,107</b>
		27-29	Charges and contingent liabilities, etc.		
		32-39	Other notes		

# Statement of changes in equity for 2012

	GROUP							
DKK'000	Share capital	Other reserves	Reserve for treasury shares	Retained earnings	Proposed dividends	Equity attributable to the Parent's share-holders	Equity attributable to non-controlling interests	Total equity
<b>Equity at 01/01/2011</b>	<b>20,240</b>	<b>8,486</b>	<b>0</b>	<b>147,491</b>	<b>0</b>	<b>176,217</b>	<b>14,450</b>	<b>190,667</b>
Profit for the year	0	0	0	18,784	4,048	22,832	3,074	25,906
Transfer	0	-437	0	437	0	0	0	0
Exchange rate adjustments relating to foreign subsidiaries	0	-1,476	0	0	0	-1,476	604	-872
Value adjustment of financial instruments acquired to hedge future cash flows	0	-9,860	0	0	0	-9,860	0	-9,860
Portion relating to value adjustments transferred to revenue	0	1,350	0	0	0	1,350	0	1,350
Portion relating to value adjustments transferred to financial expenses	0	184	0	0	0	184	0	184
Tax on other comprehensive income	0	1,621	0	0	0	1,621	0	1,621
<b>Comprehensive income for the financial year</b>	<b>0</b>	<b>-8,618</b>	<b>0</b>	<b>19,221</b>	<b>4,048</b>	<b>14,651</b>	<b>3,678</b>	<b>18,329</b>
Share-based payment	0	538	0	0	0	538	0	538
Share-based payment, arrangements expired without having been exercised	0	-4,900	0	4,900	0	0	0	0
Purchase of shares from non-controlling shareholders	0	0	0	-1,589	0	-1,589	-3,284	-4,873
Non-controlling interests' share of dividends in subsidiaries	0	0	0	0	0	0	-335	-335
Tax on transactions in equity	0	1,273	0	0	0	1,273	0	1,273
<b>Other changes in equity</b>	<b>0</b>	<b>-3,089</b>	<b>0</b>	<b>3,311</b>	<b>0</b>	<b>222</b>	<b>-3,619</b>	<b>-3,397</b>
<b>Equity at 31/12/2011</b>	<b>20,240</b>	<b>-3,221</b>	<b>0</b>	<b>170,023</b>	<b>4,048</b>	<b>191,090</b>	<b>14,509</b>	<b>205,599</b>
Profit for the year	0	0	0	26,503	5,060	31,563	274	31,837
Exchange rate adjustments relating to foreign subsidiaries	0	2,815	0	0	0	2,815	68	2,883
Value adjustment of financial instruments acquired to hedge future cash flows	0	9,868	0	0	0	9,868	0	9,868
Portion relating to value adjustments transferred to revenue	0	2,555	0	0	0	2,555	0	2,555
Portion relating to value adjustments transferred to financial expenses	0	772	0	0	0	772	0	772
Tax on other comprehensive income	0	-2,453	0	0	0	-2,453	0	-2,453
<b>Comprehensive income for the financial year</b>	<b>0</b>	<b>13,557</b>	<b>0</b>	<b>26,503</b>	<b>5,060</b>	<b>45,120</b>	<b>342</b>	<b>45,462</b>
Share-based payment	0	864	0	0	0	864	0	864
Sale of warrants	0	152	0	0	0	152	0	152
Purchase of treasury shares	0	0	-6,132	0	0	-6,132	0	-6,132
Distribution of dividends	0	0	0	0	-4,048	-4,048	0	-4,048
Non-controlling interests' share of dividends in subsidiaries	0	0	0	0	0	0	-1,766	-1,766
<b>Other changes in equity</b>	<b>0</b>	<b>1,016</b>	<b>-6,132</b>	<b>0</b>	<b>-4,048</b>	<b>-9,164</b>	<b>-1,766</b>	<b>-10,930</b>
<b>Equity at 31/12/2012</b>	<b>20,240</b>	<b>11,352</b>	<b>-6,132</b>	<b>196,526</b>	<b>5,060</b>	<b>227,046</b>	<b>13,085</b>	<b>240,131</b>

	PARENT					
DKK'000	Share capital	Other reserves	Reserve for treasury shares	Retained earnings	Proposed dividends	Total equity
<b>Equity at 01/01/2011</b>	<b>20,240</b>	<b>3,820</b>	<b>0</b>	<b>153,402</b>	<b>0</b>	<b>177,462</b>
Profit/loss for the year	0	0	0	-999	4,048	3,049
Transferred	0	-437	0	437	0	0
Value adjustment of financial instruments acquired to hedge future cash flows	0	-347	0	0	0	-347
Portion relating to value adjustment transferred to financial expenses	0	184	0	0	0	184
Other adjustments	0	0	0	2,009	0	2,009
Tax on other comprehensive income	0	41	0	0	0	41
<b>Comprehensive income for the financial year</b>	<b>0</b>	<b>-559</b>	<b>0</b>	<b>1,447</b>	<b>4,048</b>	<b>4,936</b>
Share-based payment	0	538	0	0	0	538
Share-based payment, arrangements expired without having been exercised	0	-4,900	0	4,900	0	0
Tax on other changes in equity	0	1,273	0	0	0	1,273
<b>Other changes in equity</b>	<b>0</b>	<b>-3,089</b>	<b>0</b>	<b>4,900</b>	<b>0</b>	<b>1,811</b>
<b>Equity at 31/12/2011</b>	<b>20,240</b>	<b>172</b>	<b>0</b>	<b>159,749</b>	<b>4,048</b>	<b>184,209</b>
Profit for the year	0	0	0	4,719	5,060	9,779
Value adjustment of financial instruments acquired to hedge future cash flows	0	-2,153	0	0	0	-2,153
Portion relating to value adjustment transferred to financial expenses	0	772	0	0	0	772
Tax on other comprehensive income	0	345	0	0	0	345
<b>Comprehensive income for the financial year</b>	<b>0</b>	<b>-1,036</b>	<b>0</b>	<b>4,719</b>	<b>5,060</b>	<b>8,743</b>
Share-based payment	0	864	0	0	0	864
Sale of warrants	0	152	0	0	0	152
Treasury shares	0	0	-6,132	0	0	-6,132
Dividends paid	0	0	0	0	-4,048	-4,048
<b>Other changes in equity</b>	<b>0</b>	<b>1,016</b>	<b>-6,132</b>	<b>0</b>	<b>-4,048</b>	<b>-9,164</b>
<b>Equity at 31/12/2012</b>	<b>20,240</b>	<b>152</b>	<b>-6,132</b>	<b>164,468</b>	<b>5,060</b>	<b>183,788</b>

# Cash flow statement for 2012

PARENT				GROUP	
2011	2012	Note	DKK'000	2012	2011
-7,758	-11,556		Profit/loss before financial items (EBIT)	58,113	52,761
1,510	3,523		Depreciation, amortisation and impairment losses	46,467	43,770
538	864		Share-based payment	864	538
0	0		Value adjustments, etc.	290	-607
-61,693	63,441	30	Changes in net working capital	5,951	3,249
0	0		Corrected for value adjustment of derivative financial instruments	10,665	-5,386
<b>-67,403</b>	<b>56,272</b>		<b>Cash flows from primary operating activities</b>	<b>122,350</b>	<b>94,325</b>
-172	-546		Exchange rate adjustments, foreign currency loans	0	-101
2,054	1,680		Interest income, etc., received	735	625
-8,313	-8,161		Interest expenses, etc., paid	-15,969	-19,111
868	3,300		Income taxes received/paid	-7,022	-8,853
<b>-72,966</b>	<b>52,545</b>		<b>Cash flows from operating activities</b>	<b>100,094</b>	<b>66,885</b>
14,029	22,845		Dividends from subsidiaries	-	-
-4,883	0		Acquisition of non-controlling interests	0	-4,883
-254	-13		Acquisition of intangible assets	-5,910	-3,018
-15,082	-45,771		Acquisition of property, plant and equipment	-120,754	-53,415
2,405	0		Portion relating to finance leases	37,987	2,405
275	0		Sale of property, plant and equipment	1,053	7,059
0	-35,000		Capital contributions to subsidiaries	-	-
<b>-3,510</b>	<b>-57,939</b>		<b>Cash flows from investing activities</b>	<b>-87,624</b>	<b>-51,852</b>
0	0		Dividends to non-controlling shareholders	-1,766	-335
0	-4,048		Dividends paid	-4,048	0
0	-6,132		Purchase of treasury shares	-6,132	0
0	152		Sale of warrants	152	0
0	0		Change, deposit	10,000	-7
6,869	36,383		Raising of long-term loans	68,871	17,417
-2,405	0		Portion relating to finance leases	37,987	-2,405
-12,015	-17,823		Instalments on non-current liabilities	-28,208	-28,375
<b>-7,551</b>	<b>-8,532</b>		<b>Cash flows from financing activities</b>	<b>882</b>	<b>-13,705</b>
<b>-84,027</b>	<b>3,138</b>		<b>Change in cash and cash equivalents</b>	<b>13,352</b>	<b>1,328</b>
17,115	-66,912		Cash and cash equivalents at 01/01/2012	-116,299	-117,627
<b>-66,912</b>	<b>-63,774</b>	31	<b>Cash and cash equivalents at 31/12/2012</b>	<b>-102,947</b>	<b>-116,299</b>

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# Notes

## 1. Accounting policies

SP Group A/S is a public limited company with its registered office in Denmark. The annual report for the period 1 January – 31 December 2012 comprises both the consolidated financial statements of SP Group A/S and its subsidiaries (the Group) and separate parent company financial statements.

The annual report of SP Group A/S for 2012 is prepared in accordance with International Financial Reporting Standards as adopted by the EU and Danish disclosure requirements for listed companies.

The consolidated financial statements and the parent company financial statements are presented in Danish kroner (DKK), which is the presentation currency for the Group's activities and the functional currency of the Parent.

The accounting policies described below have been applied consistently to the financial year and the comparative figures. For prospectively implemented standards, comparative figures are not restated. As the implemented standards and interpretations have not affected the balance sheet at 1 January 2011 and the related notes, the balance sheet at 1 January 2011 and related notes have been omitted.

### Change of accounting policies

Effective from 1 January 2012, SP Group A/S has implemented:

- Amendments to IFRS 7 Disclosures – Transfers of Financial Assets
- Amendments to IFRS 1 Severe Hyperinflation and Removal of Fixed Dates for First-Time Adopters
- Amendments to IAS 12 Deferred Tax: Recovery of Underlying Assets

None of the new standards and interpretations affected recognition and measurement in 2012 and thus did not affect profit and diluted earnings per share either.

### New accounting regulation

IASB has issued the following new financial reporting standards (IASs and IFRSs) and interpretations (IFRICs) that are not compulsory for SP Group A/S in the preparation of the annual report for 2012: IFRIC 20, IFRS 9-13, Amendments to IFRSs 1 and 7, Amendments to IASs 1, 19, 27, 28 and 32 and Improvements to IFRSs (2009-2011). Only Amendments to IAS 1 and 19 have been adopted by the EU.

The adopted standards and interpretations which have not yet come into effect will be implemented as they become mandatory to SP Group A/S. None of the new standards or interpretations are expected to materially affect the financial reporting of SP Group A/S.

### Consolidated financial statements

The consolidated financial statements include SP Group A/S (the Parent) and the enterprises (subsidiaries) controlled by the Parent. Control is achieved by the Parent, either directly or indirectly, holding more than 50% of the voting rights or in any other way exercising control.

Enterprises in which the Group, directly or indirectly, holds between 20% and 50% of the voting rights and exercises significant influence, but not control, are considered associates.

#### Basis of consolidation

The consolidated financial statements are prepared on the basis of the financial statements of SP Group A/S and its subsidiaries. The consolidated financial statements are prepared by combining financial statement items of a uniform nature. The financial statements used for consolidation have been prepared in accordance with the Group's accounting policies.

Upon consolidation, intra-group income and expenses, intra-group balances and dividends as well as gains and losses on transactions between the consolidated enterprises are eliminated.

The subsidiaries' financial statement items are recognised in full in the consolidated financial statements.

#### Non-controlling interests

On initial recognition, non-controlling interest are either measured at fair value or at their proportionate share of the fair value of the acquiree's identifiable assets, liabilities or contingent liabilities. Choice of method is made for each individual transaction. Non-controlling interests are subsequently adjusted for their proportionate share of changes in the subsidiary's equity. Comprehensive income is allocated to the non-controlling interest, irrespective of whether the non-controlling interest will become negative.

Acquisition of non-controlling interests in a subsidiary and disposal of non-controlling interests in a subsidiary that do not result in a loss of control are accounted for in the consolidated financial statements as equity transactions, and the difference between the consideration and the carrying amount is allocated to the Parent's share of equity.

#### Business combinations

Newly acquired or newly established enterprises are recognised in the consolidated financial statements at the date of acquisition or establishment of such enterprises. The acquisition date is the date at which control of the enterprise is actually acquired. Divested or wound-up enterprises are recognised in the consolidated income statement up to the date of the divestment or winding-up. The divestment date is the date at which control of the enterprise actually passes to a third party.

When acquiring new enterprises over which the Group obtains control, the purchase method is applied under which identifiable assets, liabilities and contingent liabilities of the acquired enterprises are measured at fair value at the acquisition date. However, non-current assets acquired for the purpose of resale are measured at fair value less anticipated selling costs. Restructuring costs are only recognised in the pre-acquisition balance sheet if they constitute a liability for the acquiree. Allowance is made for the tax effect of restatements.

The cost of an enterprise comprises the fair value of the consideration paid for the acquiree. If the final determination of the consideration is conditional upon one or several future events, these are recognised at fair value thereof at the acquisition date. Costs which are attributable to the acquisition of the enterprise are recognised directly in profit/loss when incurred.

Positive differences (goodwill) between, on one hand, the consideration for the acquiree, the value of non-controlling interest in the acquiree and the fair value of previously acquired equity investments and, on the other hand, the fair value of the assets, liabilities and contingent liabilities ac-

quired are recognised as an asset under intangible assets and are tested for impairment at least once a year. Where the carrying amount of the asset exceeds the recoverable amount, the asset is written down to this lower recoverable amount.

For negative differences (negative goodwill), the calculated fair values, the calculated consideration for the enterprise, the value of non-controlling interest in the acquiree and the fair value of previously acquired equity investments are reassessed. If the difference is still negative, the difference is recognised as income in the income statement.

If uncertainties regarding the identification or measurement of acquired assets, liabilities or contingent liabilities or the determination of the consideration exist at the acquisition date, initial recognition will take place on the basis of provisional values. The provisional values may be adjusted or further assets or liabilities be recognised up to 12 months after the acquisition if new information is provided on matters existing at the acquisition date which would have affected the calculation of the values at the acquisition date had the information been known.

Changes in estimates of contingent considerations are generally recognised directly in profit/loss.

#### **Gains or losses from divestment or winding-up of subsidiaries and associates**

Gains or losses from divestment or winding-up of subsidiaries which result in a loss of control or significant influence, respectively, are calculated as the difference between, on one hand, the fair value of the sales proceeds or the settlement price and the fair value of any remaining investments and, on the other hand, the carrying amount of net assets at the time of divestment or winding-up, including goodwill, less non-controlling interests. The calculated gain or loss from such divestment or winding-up is recognised in profit/loss together with accumulated exchange rate adjustments, which were previously recognised in other comprehensive income.

#### **Foreign currency translation**

On initial recognition, transactions denominated in other currencies than the individual enterprise's functional currency are translated at the exchange rates at the transaction date. Receivables, liabilities and other monetary items denominated in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Foreign exchange differences arising between the exchange rates at the transaction date and at the date of payment and the balance sheet date, respectively, are recognised in the income statement as financial income or financial expenses. Property, plant and equipment, intangible assets, inventories and other non-monetary assets purchased in foreign currencies and measured on the basis of historical cost are translated at the exchange rates at the transaction date. Non-monetary items that are restated at fair value are translated at the exchange rates at the date of restatement.

When enterprises that present their financial statements in a functional currency different from DKK are recognised in the consolidated financial statements, the income statements are translated at average exchange rates on a monthly basis unless such rates vary significantly from the actual exchange rates at the transaction dates. In the latter case, the actual exchange rates are used. Balance sheet items are translated at the exchange rates at the balance sheet date. Goodwill is considered to belong

to the acquiree in question and is translated at the exchange rates at the balance sheet date.

Foreign exchange differences arising on translation of foreign enterprises' balance sheet items at the beginning of the year at the exchange rates at the balance sheet date and on translation of income statements from average rates to the exchange rates at the balance sheet date are recognised in other comprehensive income. Similarly, foreign exchange differences arising from changes made directly in the foreign enterprise's equity are also recognised in other comprehensive income.

On recognition in the consolidated financial statements of foreign subsidiaries with Danish kroner (DKK) as the functional currency that, however, present their financial statements in a functional currency different from DKK, monetary assets and monetary liabilities are translated at the exchange rates at the balance sheet date. Non-monetary assets and liabilities measured based on historical cost are translated at the exchange rates at the transaction date. Non-monetary items measured at fair value are translated at the exchange rates at the date of the latest fair value adjustment. Income statement items are translated at the average exchange rates of the months unless these differ significantly from the actual exchange rates at the transaction date, except for items deriving from non-monetary assets and liabilities translated at historical rates applicable to the relevant non-monetary assets and liabilities.

#### **Derivative financial instruments**

On initial recognition, derivative financial instruments are measured at fair value at the date of settlement.

Subsequently, derivative financial instruments are measured at fair value at the balance sheet date. Positive and negative fair values of derivative financial instruments are recognised in other receivables or other payables, respectively.

Changes in the fair value of derivative financial instruments classified as and qualifying for designation as hedges of the fair value of a recognised asset or a recognised liability are recognised in the income statement together with changes in the value of the hedged asset or the hedged liability.

Changes in the fair value of derivative financial instruments classified as and qualifying for designation as effective hedges of future transactions are recognised in other comprehensive income. The ineffective part is recognised immediately in the income statement. When the hedged transactions are realised, the accumulated changes are recognised as part of the cost of the relevant transactions.

Derivative financial instruments which do not qualify for designation as hedging instruments are considered trading portfolios and are measured at fair value with recognition of fair value adjustments on an ongoing basis in the income statement under financial income or financial expenses.

#### **Share-based payment**

Share-based incentive schemes under which executive employees may only opt to purchase shares in the Parent (equity-settled share-based payment arrangements) are measured at the equity instruments' fair value at the grant date and are recognised in the income statement under staff

# Notes

costs over the vesting period. The counter entry is recognised directly in equity.

The fair value of the equity instruments is measured by using the Black-Scholes model with the parameters stated in note 7.

## Taxation

Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognised in the income statement by the portion attributable to the profit/loss for the year and directly in equity or other comprehensive income by the portion attributable to entries directly in equity or in other comprehensive income, respectively. Exchange rate adjustments on deferred tax are recognised as part of the year's adjustments in deferred tax.

Current tax payable or receivable is recognised in the balance sheet stated as tax calculated taxable income for the year, adjusted for tax paid on account.

When calculating the current tax for the year, the tax rates and tax rules effective at the balance sheet date are used.

Deferred tax is recognised in accordance with the balance-sheet liability method on all temporary differences between the carrying amount and the tax base of assets and liabilities, except for deferred tax on all temporary differences arising on initial recognition of goodwill or on initial recognition of a transaction which is not a business combination and where the temporary difference identified at the time of initial recognition neither affects net profit or loss or taxable income.

Deferred tax is recognised on all temporary differences related to investments in subsidiaries unless the Parent can control when the deferred tax is realised, and it is probable that the deferred tax will not crystallise as current tax in the foreseeable future.

Deferred tax is calculated based on the planned use of each asset and the settlement of each liability, respectively.

Deferred tax is measured by using the tax rates and tax rules in the relevant countries which are based on acts passed or acts passed in reality at the balance sheet date and which are expected to apply when the deferred tax is expected to crystallise as current tax. Changes in deferred tax resulting from changed tax rates or tax rules are recognised in the income statement unless the deferred tax is attributable to transactions previously recognised directly in equity or other comprehensive income. In the latter case, such changes are also recognised directly in equity or other comprehensive income, respectively.

Deferred tax assets, including the tax base of tax loss carryforwards, are recognised in the balance sheet at the expected value of their realisation, either as a set-off against deferred tax liabilities or as net tax assets for set-off against future positive taxable income. At the balance sheet date, it is assessed whether sufficient taxable income is likely to arise in the future for the deferred tax asset to be used.

The Parent is jointly taxed with all Danish subsidiaries. The current Danish income tax is allocated between the jointly taxed enterprises in proportion to their taxable income.

## Discontinued operations and assets held for sale

Discontinued operations comprise material business areas or geographical areas sold or held for sale according to an overall plan.

Results from discontinued operations are presented in the income statement as a separate item consisting of operating profit/loss after tax of the relevant operation and any gains or losses from fair value adjustments or sale of the assets and liabilities related to the operation.

Assets and groups of assets held for sale are presented separately in the balance sheet as current assets. Liabilities directly related to the relevant assets are presented as current liabilities in the balance sheet.

Assets held for sale are not depreciated but are written down to the lower of fair value less estimated selling costs and carrying amount.

## Income statement

### Revenue

Revenue from the sale of goods for resale and manufactured goods is recognised in the income statement when delivery has taken place and risks have been transferred to the buyer. Revenue is calculated ex. VAT, duties, etc., charged on behalf of third parties as well as discounts.

### Production costs

Production costs comprise expenses incurred to realise revenue. Commercial enterprises include cost of sales in production costs, and manufacturing enterprises include costs of raw materials, consumables and production staff as well as maintenance of the property, plant and equipment and intangible assets applied in the manufacturing process.

### Other operating income

Other operating income comprises income of a secondary nature to the Group's principal activities, including in particular external leases and compensations.

### External expenses

External expenses comprise expenses for sale, advertising, administration, premises, bad debts, etc.

Other external expenses also include costs relating to development projects which do not meet the criteria for recognition in the balance sheet.

### Staff costs

Staff costs comprise salaries and wages, social security costs, pension contributions, etc., for the Company's staff.

### Government grants

Government grants are recognised when it is considered probable that the grant conditions have been met and that the grant will be received.

Grants to cover costs incurred are recognised proportionally in the income statement over the periods in which the related costs are recognised. The grants are set off against costs incurred.

### Financial income and expenses

Financial income and expenses comprise interest income and interest expenses, the interest portion of finance lease payments, realised and unrealised capital gains and losses on securities, liabilities and transactions denominated in foreign currencies, mortgage amortisation premium or al-

lowance on mortgage debt, etc., as well as surcharges and refunds under the on-account tax scheme.

Interest income and expenses are accrued based on the principal amount and the effective interest rate. The effective interest rate is the discount rate used to discount expected future payments related to the financial asset or the financial liability in order for the present value of such asset or liability to match its carrying amount.

Dividends from equity investments are recognised when a final right to these dividends has been obtained. This is typically the date at which the general meeting adopts distribution from the relevant company.

## Balance sheet

### Goodwill

On initial recognition, goodwill is recognised and measured as the difference between, on one hand, the cost of the acquiree, the value of non-controlling interest in the acquiree and the fair value of previously acquired investments and, on the other hand, the fair value of the acquired assets, liabilities and contingent liabilities, see the description under the section on consolidated financial statements.

When goodwill is recognised, it is allocated to the activities of the Group generating separate payments (cash-generating units). The determination of cash-generating units complies with the managerial structure and internal financial management and reporting in the Group.

Goodwill is not amortised but is tested for impairment at least once a year, see below.

### Other intangible assets

Development projects regarding clearly defined and identifiable products and processes are recognised as intangible assets if it is probable that the product or the process will generate future economic benefits for the Group and if the development costs of each asset can be reliably measured. Other development costs are recognised as costs in the income statement when incurred.

On initial recognition, development projects are measured at cost. The cost of development projects comprises costs, including salaries and amortisation, that are directly attributable to the development projects and that are needed to complete the project, calculated from the date at which the development project first qualify for recognition as an asset.

Interest expenses on loans for financing the manufacturing of intangible assets are recognised in cost if they relate to the manufacturing period. Other borrowing costs are recognised in the income statement.

Completed development projects are amortised on a straight-line basis over the estimated useful lives of the assets. The maximum amortisation period is five years.

Development projects are written down to any lower recoverable amount, see below. Development projects in progress are tested for impairment at least once a year.

Acquired intellectual property rights in the form of software and customer files are measured at cost less accumulated amortisation and impairment losses.

Acquired intellectual property rights are amortised on a straight-line basis over the expected useful lives. The expected useful lives are as follows:

Software	3-5 years
Customer files	10 years

Acquired intellectual property rights are written down to any lower recoverable amount, see below.

### Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Land is not depreciated.

Cost comprises the acquisition price, costs directly attributable to the acquisition and preparation costs of the asset until the time when it is ready to be put into operation. For own-manufactured assets, cost comprises costs directly attributable to the manufacturing of the asset, including materials, components, subsuppliers and wages. For assets held under finance leases, cost is the lower of the asset's fair value and present value of future lease payments. Interest expenses on loans for financing the manufacturing of property, plant and equipment are recognised in cost if they relate to the manufacturing period. Other borrowing costs are recognised in the income statement.

The basis of depreciation is cost less the residual value. The residual value is the estimated amount that would be earned if selling the asset today net of selling costs if the asset is of an age and a condition that is expected after the end of the useful life. Where individual components of an item of property, plant and equipment have different useful lives, the are depreciated separately.

Acquired intellectual property rights are amortised on a straight-line basis over the expected useful lives. The expected useful lives are as follows:

Buildings	40 years
Building installations	10 years
Plant and machinery	5-10 years
Other fixtures and fittings, tools and equipment	5-10 years
IT equipment	3-5 years

Leasehold improvements are depreciated over the rental period, however not exceeding 10 years.

Depreciation methods, useful lives and residual amounts are reassessed annually.

Property, plant and equipment are written down to the lower of recoverable amount and carrying amount, see below.

### Impairment of property, plant and equipment, intangible assets as well as investments in subsidiaries

The carrying amounts of property, plant and equipment and intangible assets with definite useful lives as well as investments in subsidiaries are tested at the balance sheet date for any indication of impairment. If impaired, the recoverable amount of the asset is estimated to determine the need for write-down and the extent thereof.

The recoverable amount of development projects and goodwill is estimated annually irrespective of any indications of impairment.

# Notes

If the asset does not generate cash independently of other assets, the recoverable amount of the smallest cash-generating unit in which the assets is included is estimated.

The recoverable amount is calculated as the highest of the asset's or the cash-generating unit's fair value less selling costs and value in use. When the value in use is determined, estimated future cash flows are discounted at present value using a discount rate that reflects current market estimates of the time value of money, as well as the particular risks related to the asset and the cash-generating unit, respectively, and for which no adjustment has been made in the estimated future cash flows.

If the recoverable amount of the asset or the cash-generating unit, respectively, is lower than the carrying amount, the carrying amount is written down to the recoverable amount. For cash-generating units, write-down is distributed so that goodwill amounts are written down first, and subsequently, any remaining need for write-down is distributed on the other assets of the unit; however, the individual asset is not written down to an amount that is a lower than its fair value net of estimated selling costs.

Impairment losses are recognised in the income statement. In case of any subsequent reversals of impairment losses resulting from changes in the assumptions of the estimated recoverable amount, the carrying amount of the asset and the cash-generating unit, respectively, is increased to the adjusted estimate of the recoverable amount, however, not exceeding the carrying amount which the asset or the cash generating unit would have had if the write-down had not been performed. Impairment losses relating to goodwill are not reversed.

## **Investments in subsidiaries in the parent company financial statements**

Investments in subsidiaries are measured at cost in the parent company financial statements.

If cost exceeds the recoverable amount of the investments, the investments are written down to this lower value, see the section on impairment above. If distributed dividends exceed the enterprise's earnings since the Parent's acquisition of the investments, this distribution is considered an indication of impairment, see the section on impairment above.

In connection with sale of investments in subsidiaries, gains or losses are calculated as the difference between the carrying amount of the investments sold and the fair value of the sales proceeds.

## **Inventories**

Inventories are measured at the lower of cost using the FIFO method and net realisable value.

Goods for resale, raw materials and consumables are measured at cost, comprising purchase price plus delivery costs. Cost of manufactured goods and work in progress consists of costs of raw materials, consumables and direct labour costs as well as allocated fixed and variable indirect production costs.

Variable indirect production costs include indirect materials and payroll and are allocated based on precalculations of the goods actually produced. Fixed indirect production costs comprise costs of maintenance and depreciation of machinery, factory buildings and equipment applied for the manufacturing process as well as general costs relating to factory administration and management. Fixed production costs are allocated on the basis of the normal capacity of the production plant.

The net realisable value of inventories is calculated as the estimated selling price less completion costs and costs incurred to make the sale.

## **Receivables**

Receivables comprise trade receivables as well as other receivables. Receivables are categorised as loans and receivables which are financial assets with fixed or determinable payments which are not listed at an active market and which are not derivatives.

On initial recognition, receivables are measured at fair value and subsequently at amortised cost. Write-downs are made on an individual as well as on a portfolio basis using an allowance account.

## **Prepayments**

Prepayments comprise incurred costs relating to subsequent financial years. Prepayments are measured at cost.

## **Dividends**

Dividends are recognised as a liability at the date when they are adopted at the general meeting.

## **Treasury shares**

Acquisition and selling prices of treasury shares as well as dividends on treasury shares are recognised directly in equity under reserve for treasury shares.

## **Pension obligations, etc.**

Under defined contribution plans, the Group pays fixed contributions to independent pension providers, etc., on an ongoing basis. The contributions are recognised in the income statement in the period in which the employees have performed the work entitling the pension contribution. Contributions payable are recognised in the balance sheet under liabilities.

Under defined benefit plans, the Group is obligated to pay a specific benefit when the relevant employees retire. The Group has no defined benefit plans.

## **Mortgage debt**

At the time of borrowing, mortgage debt is measured at cost less transaction costs incurred. Subsequently, mortgage debt is measured at amortised cost. Consequently, the difference between the proceeds at the time of borrowing and the repayable amount is recognised in the income statement as a financial expense over the term of the loan using the effective interest method.

## **Lease obligations**

Lease obligations relating to assets held under finance leases are recognised in the balance sheet as liabilities and measured at the lower of the fair value of the leased asset and the present value of future lease payments at the time of inception of the lease.

Subsequently, lease obligations are measured at amortised cost. The difference between the present value and the nominal amount of the lease payments is recognised in the income statement as a financial expense over the terms of the contracts.

Lease payments on operating leases are recognised on a straight-line basis in the income statement over the term of the lease.

## **Other financial liabilities**

Other financial liabilities comprise bank debt, trade payables and other payables to public authorities, etc.

On initial recognition, other financial liabilities are measured at fair value less any transaction costs. Subsequently, the liabilities are measured at amortised cost using the effective interest method to the effect that the difference between the proceeds and the nominal amount is recognised in the income statement as a financial expense over the term of the loan.

#### **Deferred income**

Deferred income is income received for subsequent financial years. Deferred income is measured at cost.

### **Cash flow statement**

The cash flow statement shows cash flows from operating, investing and financing activities as well as cash and cash equivalents at the beginning and the end of the financial year.

Cash flows from acquisition and divestment of enterprises are shown separately under cash flows from investing activities. Cash flows from acquired enterprises are recognised in the cash flow statement from the acquisition date, and cash flows from divested enterprises are recognised up to the time of sale.

Cash flows from operating activities are presented using the indirect method and calculated as the operating profit/loss adjusted for non-cash operating items, changes in working capital as well as financial income, financial expenses and income taxes.

Cash flows from investing activities comprise payments in connection with acquisition and divestment of enterprises and financial assets as well as acquisition, development, improvement and sale of intangible assets and property, plant and equipment.

Cash flows from financing activities comprise changes in the Parent's share capital and any related costs as well as the raising and settlement of loans, instalments on interest-bearing debt, purchase of treasury shares and payment of dividends.

Cash flows in currencies other than the functional currency are recognised in the cash flow statement using the average exchange rates for the months unless they differ significantly from the actual exchange rates at the transaction dates. In the latter case, the actual exchange rates of each day are applied.

Cash and cash equivalents are cash and marketable securities with an insignificant price exposure less any overdraft facilities forming an integral part of cash management.

### **Segment information**

Segment information is prepared in compliance with the Group's accounting policies and is based on the Group's internal management reporting.

Segment income and segment expenses as well as segment assets and segment liabilities consist of the financial statement items directly attributable to each segment and the financial statement items that can be allocated to each segment on a reliable basis. The unallocated financial statement items primarily relate to assets and liabilities as well as income and expenses related to in the Group's administrative functions, investing activities, income taxes, etc.

Non-current assets in the segments comprise assets used directly in the operation of the segment, including intangible assets and property, plant and equipment.

Current assets in the segments comprise assets used directly in the operation of the segment, including inventories, trade receivables, other receivables, prepayments and accrued income as well as cash.

Liabilities related to the segments comprise liabilities derived from the operation of the segment, including trade payables, provisions and other payables.

Transactions between the segments are priced at estimated market values.

### **Financial highlights**

Financial highlights have been defined and calculated in accordance with the Danish Society of Financial Analysts' guidelines on the calculation of financial ratios "Recommendations & Financial Ratios 2010" and IAS 33 "Earnings per share".

#### **Key figures**

The calculation of *earnings per share* and *diluted earnings per share* is specified in note 13.

*Net working capital (NWC)* is defined as the value of inventories, receivables and other operating current assets less trade payables and other short-term operating liabilities. Cash are not included in net working capital.

*Net interest-bearing debt* is defined as interest-bearing liabilities less interest-bearing assets, including cash.

Ratios	Calculation formula	Ratios reflect
Operating profit/loss, EBITDA margin (%)	= $\frac{\text{Profit}/\text{loss before depreciation, amortisation, and impairment losses (EBITDA)} \times 100}{\text{Revenue}}$	The Company's operating profitability expressed as the Company's ability to generate profits on operating activities.
Profit margin, EBIT margin (%)	= $\frac{\text{Profit}/\text{loss before financial items (EBIT)} \times 100}{\text{Revenue}}$	The Company's operating profitability expressed as the Company's ability to generate profits on operating activities before financial items.
Return on invested capital including goodwill (%)	= $\frac{\text{Profit}/\text{loss before financial items (EBIT)} \times 100}{\text{Average invested capital including goodwill}}$	The return generated by the Company on investors' funds through the operating activities.
Return on invested capital excluding goodwill (%)	= $\frac{\text{Profit}/\text{loss before financial items (EBIT)} \times 100}{\text{Average invested capital excluding goodwill}}$	The return generated by the Company on invested capital through the operating activities.
Return on equity (%)	= $\frac{\text{Profit}/\text{loss for the year} \times 100}{\text{Average equity}}$	The Company's ability to generate return to the Parent's shareholders when considering the Company's capital base.
Financial gearing	= $\frac{\text{Net interest-bearing debt}}{\text{Equity}}$	The Company's financial gearing expressed as the enterprise's sensitivity to fluctuations in the interest rate level, etc.
Equity ratio, excl. non-controlling interests (%)	= $\frac{\text{Equity excl. non-controlling interests} \times 100}{\text{Balance sheet total}}$	The Company's financial standing.
Equity ratio, incl. non-controlling interests (%)	= $\frac{\text{Equity incl. non-controlling interests} \times 100}{\text{Balance sheet total}}$	The Company's financial standing.
Equity value per share	= $\frac{\text{Equity excl. non-controlling interests}}{\text{Number of shares at year-end}}$	The value of equity per share according to the Company's annual report.
Cash flow per share	= $\frac{\text{Cash flows from operating activity}}{\text{Average number of foreign shares}}$	Cash flows from operating activities generated per share by the Company.

## 2. Significant accounting estimates, assumptions and uncertainties

Several financial statement items cannot be reliably measured but only be estimated. Such estimates comprise assessments based on the latest information available at the time of the financial reporting. It may be necessary to change previous estimates due to changes in the conditions on which the estimate was based or due to additional information, further experience or subsequent events.

### **Significant accounting estimates**

In connection with the accounting policies applied as described in note 1, Management has made accounting estimates in relation to e.g. the valuation of goodwill, valuation of inventories and valuation of receivables.

Assumptions and uncertainties relating to the valuation of goodwill are described below. Furthermore, it is assessed that Management has not made accounting estimates that materially affect the annual report, and the accounting estimates made are not considered to be subject to significant uncertainty.

#### **Changes in accounting estimates**

No changes have been made in accounting estimates in the financial year.

#### **Significant assumptions and uncertainties**

Recognition and measurement of assets and liabilities often depend on future events subject to some uncertainty. In this connection, it is necessary to assume a course of events, etc., reflecting Management's assessment of the most likely course of events. In the annual report for 2012 as well as in annual reports for previous years, the following assumptions and uncertainties should be noted as they have significantly affected the assets and liabilities recognised in the annual report and may require corrections in subsequent financial years if the courses of events assumed are not realised as expected.

rections in subsequent financial years if the courses of events assumed are not realised as expected.

#### **Recoverable amount of goodwill**

An assessment of indication of impairment of recognised goodwill amounts requires a calculation of the values in use of the cash-generating units to which the goodwill amounts are allocated. The determination of the value in use requires an estimate of the expected future cash flows in each cash-generating unit as well as a determination of a reasonable discount rate. The carrying amount of goodwill remains unchanged at DKK 105 million at 31 December 2012. For a further description of the applied discount rates, etc., see note 14. The impairment tests carried out show that the value in use of the two cash-generating units is significantly higher than the carrying amount of the assets related to the units.

#### **Inventories**

Individual write-down of inventories has been made based on turnover ratio, defective goods, etc.

#### **Receivables**

The Group has made individual write-downs of receivables based on estimates of the credit quality of the debtors. The risk of bad debts is limited as the Group's debtors have taken out credit insurance.

# Notes

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
		<b>3. Production costs</b>		
16,564	0	Cost of sales	649,388	554,993
0	0	Write-down of inventories	2,478	1,196
0	0	Reversed write-down of inventories	-1,288	-550
0	0	Staff costs	145,397	140,998
<b>16,564</b>	<b>0</b>		<b>795,975</b>	<b>696,637</b>
		Reversal of write-down of inventories relates to disposal of inventories written down.		
		<b>4. Other operating income</b>		
2,010	2,964	Rent	0	635
0	0	Compensations	0	852
0	0	Other income	0	45
<b>2,010</b>	<b>2,964</b>		<b>0</b>	<b>1,532</b>
		<b>5. Development costs</b>		
3,776	3,770	Development costs incurred	7,127	6,003
0	0	Portion capitalised for accounting purposes	-3,285	-1,715
<b>3,776</b>	<b>3,770</b>	<b>Expensed in the financial year</b>	<b>3,842</b>	<b>4,288</b>
		Development costs primarily relate to payroll costs		
		<b>6. Staff costs</b>		
9,323	9,947	Wages and salaries	227,132	217,654
324	333	Pension contribution, defined contribution plan	15,988	11,200
104	110	Other social security costs	11,306	11,366
616	577	Other staff costs	18,208	16,084
538	864	Share-based payment	864	538
-5	0	Refund from public authorities	-3,699	-2,825
<b>10,900</b>	<b>11,831</b>		<b>269,799</b>	<b>254,017</b>
		Staff costs can be specified as follows:		
0	0	Production costs	145,397	140,998
10,900	11,831	Staff costs	123,884	113,019
0	0	Other cost groups	518	0
<b>10,900</b>	<b>11,831</b>		<b>269,799</b>	<b>254,017</b>
9	9	<b>Average number of employees</b>	<b>1,062</b>	<b>999</b>

## 6. Staff costs (continued)

### Remuneration of Management

Remuneration of the members of the Parent's Executive Board and Board of Directors can be specified as follows:

DKK '000	GROUP			
	Board of Directors		Executive Board	
	2012	2011	2012	2011
Remuneration of the Board of Directors	1,050	775	-	-
Wages and salaries	0	0	4,912	4,552
Share-based payment	0	0	209	158
	<b>1,050</b>	<b>775</b>	<b>5,121</b>	<b>4,710</b>

DKK '000	PARENT			
	Board of Directors		Executive Board	
	2012	2011	2012	2011
Remuneration of the Board of Directors	1,050	775	-	-
Wages and salaries	0	0	4,552	4,316
Share-based payment	0	0	209	158
	<b>1,050</b>	<b>775</b>	<b>4,761</b>	<b>4,474</b>

The Company has entered into defined contribution plans for the majority of its employees.

Under the agreements made, the Company pays a monthly contribution to independent pension providers.

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
324	333	Contributions to defined pension plans taken to the income statement	15,988	11,200

# Notes

## 7. Share-based payment

### Equity-settled share option plans, Parent and Group

To tie the Executive Board and other executives more closely to the Group, SP Group A/S has set up the following share-based payment arrangements:

#### Warrant scheme 2012

In 2012, the Group set up an incentive scheme for the Company's Executive Board and 22 executives. The scheme is based on warrants. A total of 100,000 warrants were issued, of which the Executive Board was granted 30,000, and the rest was granted to executives.

The warrants were granted based on a wish to tie the executives more closely to the Group.

The exercise price is fixed at DKK 120 per share of nominally DKK 10 plus 7.5% p.a. calculated from 1 April 2012 and until the warrants can be exercised at the earliest. The exercise price is fixed based on the listed price immediately before and after the publication of the annual report on 28 March 2012. The issued warrants will expire without net settlement if the warrants are not exercised. The right to the warrants is earned over the period.

The warrants issued can be used to purchase shares in the Company in the period 1 April 2015 to 31 March 2018.

The estimated fair value of the warrants issued is calculated at approx. DKK 752 thousand on the assumption that the granted warrants will be exercised in April 2015. The warrants are valued using the Black-Scholes pricing model. Measurement is based on the following assumptions:

Estimated volatility	31%
Risk-free interest rate	0.51%
Share price	102
Estimated dividend rate	0%

The estimated volatility is determined based on the Company's share prices during the six months preceding 30 March 2012.

#### Warrant scheme 2011

In 2011, the Group set up an incentive scheme for the Company's Executive Board and 21 executives. The scheme is based on warrants. A total of 100,000 warrants were issued, of which the Executive Board was granted 30,000, and the rest was granted to executives.

The warrants were granted based on a wish to tie the executives more closely to the Group.

The exercise price is fixed at DKK 100 per share of nominally DKK 10 plus 7.5% p.a. calculated from 1 April 2011 and until the warrants can be exercised at the earliest. The exercise price is fixed based on the listed price

immediately before and after the publication of the annual report on 30 March 2011. The issued warrants will expire without net settlement if the warrants are not exercised. The right to the warrants is earned over the period.

The warrants issued can be used to purchase shares in the Company in the period 1 April 2014 to 31 March 2017.

The estimated fair value of the warrants issued is calculated at approx. DKK 1,252 thousand on the assumption that the granted warrants will be exercised in April 2014. The warrants are valued using the Black-Scholes pricing model. Measurement is based on the following assumptions:

Estimated volatility	37%
Risk-free interest rate	2.40%
Share price	85
Estimated dividend rate	0%

The estimated volatility is determined based on the Company's share prices during the six months preceding 30 March 2011.

#### Warrant scheme 2010

In 2010, the Group set up an incentive scheme for the Company's Executive Board and 18 executives. The scheme is based on warrants. A total of 80,000 warrants were issued, of which the Executive Board was granted 20,000, and the rest was granted to executives.

The warrants were granted based on a wish to tie the executives more closely to the Group.

The exercise price is fixed at DKK 45 per share of nominally DKK 10 plus 7.5% p.a. calculated from 1 April 2010 and until the warrants are exercised. The exercise price is fixed based on the listed price immediately before and after the publication of the annual report on 30 March 2010. The issued warrants will expire without net settlement if the warrants are not exercised. The right to the warrants is earned over the period.

The warrants issued can be used to purchase shares in the Company in the period 1 April 2013 to 31 March 2015.

The estimated fair value of the warrants issued is calculated at approx. DKK 770 thousand on the assumption that the granted warrants will be exercised in March 2013. The warrants are valued using the Black-Scholes pricing model. Measurement is based on the following assumptions:

Estimated volatility	45%
Risk-free interest rate	2.02%
Share price	42
Estimated dividend rate	0%

The estimated volatility is determined based on the Company's share prices during the six months preceding 30 March 2010.

## 7. Share-based payment (continued)

### Development in the financial year

The development in unexercised warrants can be specified as follows:

	Number of warrants	Number of warrants	Average exercise price warrants	Average exercise price warrants
Number	2012	2011	2012	2011
Warrants outstanding at 1 January	180,000	160,000	93	127
Granted in the financial year	100,000	100,000	148	124
Exercised in the financial year	0	0	0	0
Expired/cancelled in the financial year	-7,166	-80,000	75	198
	<b>272,834</b>	<b>180,000</b>	<b>115</b>	<b>93</b>
Exercisable at 31 December	0	0		

The fair values of the warrants issued calculated on the grant date are recognised proportionally in the income statement as staff costs over the period up to the exercise date.

PARENT		GROUP	
2011	2012	DKK '000	
<b>Equity-settled share option plans, Parent and Group</b>			
<i>Development in the financial year</i>			
538	864	Share-based payment recognised in income statement, equity-settled share option plan	864      538
<b>8. Depreciation, amortisation and impairment losses</b>			
63	86	Amortisation of intangible assets	4,194      2,987
1,424	3,437	Depreciation on property, plant and equipment	42,872      41,391
23	0	Gain/loss on sale of assets	-599      -608
<b>1,510</b>	<b>3,523</b>		<b>46,467</b> <b>43,770</b>
<b>9. Income from group enterprises</b>			
14,029	22,845	Dividends from subsidiaries	-      -
<b>14,029</b>	<b>22,845</b>		<b>-</b> <b>-</b>
<b>10. Other financial income</b>			
25	0	Interest, etc.	735      625
2,029	1,680	Interest from group enterprises	-      -
<b>2,054</b>	<b>1,680</b>	<b>Interest income from financial assets not measured at fair value through profit/loss</b>	<b>735</b> <b>625</b>
0	819	Exchange rate adjustments	0      0
<b>2,054</b>	<b>2,499</b>		<b>735</b> <b>625</b>

# Notes

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
		<b>11. Financial expenses</b>		
7,585	6,513	Interest, etc.	15,969	18,828
184	772	Value adjustment transferred from equity through other comprehensive income regarding hedges	772	184
327	876	Interest to group enterprises	0	0
<b>8,096</b>	<b>8,161</b>	<b>Interest expenses on financial liabilities not measured at fair value through profit/loss</b>	<b>16,741</b>	<b>19,012</b>
217	0	Exchange rate adjustments	496	99
<b>8,313</b>	<b>8,161</b>		<b>17,237</b>	<b>19,111</b>

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
		<b>12. Tax on profit/loss for the year</b>		
-3,300	-3,949	Current tax	8,012	7,441
-69	-203	Change in deferred tax	1,615	196
332	0	Adjustment concerning previous years, deferred tax	0	332
0	0	Adjustment concerning previous years, tax	147	400
<b>-3,037</b>	<b>-4,152</b>		<b>9,774</b>	<b>8,369</b>
		The current income tax for the financial year is calculated based on a tax rate of 25% (2011: 25%) for Danish enterprises. For foreign enterprises, the current tax rate in the country in question is used.		
		<b>Tax on other comprehensive income</b>		
41	345	Fair value adjustment of financial instruments acquired to hedge future cash flows	-2,453	1,621
<b>41</b>	<b>345</b>		<b>-2,453</b>	<b>1,621</b>
		Tax on items recognised in other comprehensive income can be specified as follows:		
41	345	Current tax	0	0
0	0	Change in deferred tax	-2,453	1,621
<b>41</b>	<b>345</b>		<b>-2,453</b>	<b>1,621</b>
		<b>Reconciliation of tax rate</b>		
-	-	Danish tax rate	25	25
-	-	Effect of differences in tax rates for foreign enterprises	-2	-4
-	-	Income from group enterprises	0	1
-	-	Other, including adjustment concerning previous years	0	2
-	-	<b>Effective tax rate for the year</b>	<b>23</b>	<b>24</b>
		The Parent's tax rate in 2012 as well as in 2011 is materially affected by tax-exempt dividends from subsidiaries.		
		<b>The calculated current tax for the year can be specified as follows:</b>		
		Denmark	0	0
		Poland	3,326	2,560
		USA	885	776
		China	189	1,095
		Germany	0	380
		Sweden	332	261
		The Netherlands	2,710	2,323
		Brazil	570	46
			<b>8,012</b>	<b>7,441</b>

No tax has been paid in Denmark as the Group has tax loss carryforwards in Denmark from previous years, in particular from 2008 and 2009. Reference is made to note 24.

# Notes

PARENT		GROUP			
	DKK '000	2012	2011		
<b>13. Earnings per share</b>					
The calculation of earnings per share is based on the following:					
<b>Profit to the Parent's shareholders</b>		<b>31,563</b>	<b>22,832</b>		
Number					
Average number of shares issued		2,024,000	2,024,000		
Average number of treasury shares issued		-8,480	0		
<b>Number of shares used to calculate earnings per share</b>		<b>2,015,520</b>	<b>2,024,000</b>		
<b>Average dilution effect of warrants outstanding</b>					
		<b>41,713</b>	<b>31,708</b>		
<b>Number of shares used to calculate diluted earnings per share</b>		<b>2,057,233</b>	<b>2,055,708</b>		
GROUP					
DKK '000	Completed development projects	Software	Customer files	Development projects in progress	
<b>14. Intangible assets</b>					
Cost at 01/01/2012	19,765	11,864	3,000	106,870	417
Value adjustment	-160	35	0	-131	0
Additions	1,374	3,042	0	0	1,911
Disposals	0	-1	0	0	-417
<b>Cost at 31/12/2012</b>	<b>20,979</b>	<b>14,940</b>	<b>3,000</b>	<b>106,739</b>	<b>1,911</b>
Amortisation and impairment losses at 01/01/2012	6,568	10,405	1,200	1,861	0
Value adjustment	-16	32	0	0	0
Amortisation for the year	3,204	690	300	0	0
Reversal relating to disposals	0	0	0	0	0
<b>Amortisation and impairment losses at 31/12/2012</b>	<b>9,756</b>	<b>11,127</b>	<b>1,500</b>	<b>1,861</b>	<b>0</b>
<b>Carrying amount at 31/12/2012</b>	<b>11,223</b>	<b>3,813</b>	<b>1,500</b>	<b>104,878</b>	<b>1,911</b>
Cost at 01/01/2011	18,151	11,871	3,000	106,632	0
Value adjustment	-101	-43	0	238	0
Additions	1,715	886	0	0	417
Disposals	0	-850	0	0	0
<b>Cost at 31/12/2011</b>	<b>19,765</b>	<b>11,864</b>	<b>3,000</b>	<b>106,870</b>	<b>417</b>
Amortisation and impairment losses at 01/01/2011	4,290	10,815	900	1,861	0
Value adjustment	46	-38	0	0	0
Amortisation for the year	2,232	455	300	0	0
Reversal relating to disposals	0	-827	0	0	0
<b>Amortisation and impairment losses at 31/12/2011</b>	<b>6,568</b>	<b>10,405</b>	<b>1,200</b>	<b>1,861</b>	<b>0</b>
<b>Carrying amount at 31/12/2011</b>	<b>13,197</b>	<b>1,459</b>	<b>1,800</b>	<b>105,009</b>	<b>417</b>

	PARENT	
DKK '000	Software 2012	Software 2011
<b>14. Intangible assets (continued)</b>		
Cost at 1 January	631	1,167
Additions	13	254
Disposals	0	-790
<b>Cost at 31 December</b>	<b>644</b>	<b>631</b>
Amortisation and impairment losses at 1 January	440	1,167
Amortisation for the year	86	63
Reversal relating to disposals	0	-790
<b>Amortisation and impairment losses at 31 December</b>	<b>526</b>	<b>440</b>
<b>Carrying amount at 31 December</b>	<b>118</b>	<b>191</b>

**Goodwill**

Goodwill arising from business acquisitions, etc., is distributed at the acquisition date to the cash-generating units which are expected to obtain financial benefits from the business combination.

The carrying amount of goodwill is distributed as follows by cash-generating units:

	GROUP	
DKK '000	2012	2011
Coatings	9,823	9,823
Plastics	95,055	95,186
	<b>104,878</b>	<b>105,009</b>

# Notes

## 14. Intangible assets (continued)

### Goodwill

Goodwill is tested for impairment at least once a year and more frequently in the event of indications of impairment. The annual impairment test is usually performed at 31 December.

Goodwill was not written down in 2012 or 2011.

The recoverable amount of the cash-generating units to which the goodwill amounts relate is calculated on the basis of a calculation of value in use. In this relation, the most significant uncertainties are attributable to the determination of discount factors and growth rates as well as the expectations for sales in an unstable market.

The discount factors determined reflect the market assessments of the time value of money expressed as a risk-free interest rate and the specific risks related to the cash-generating unit.

The fixed sales prices, production costs and growth rates are based on historical experience as well as expectations for future market changes.

The calculation of the value in use is based on the cash flows stated in the most recent management-approved budget for 2013 and forecasts for 2014 and 2015. For financial years after the forecast period, cash flows have been extrapolated for the most recent forecast periods adjusted for an expected growth rate.

The most significant parameters applied when calculating recoverable amounts are as follows:

	2012	2011
Discount rate after tax	7.5%	7.5%
Discount rate before tax	9.2%	9.2%
Growth rate in the terminal period	2.0%	2.0%

The above parameters have been used for all cash-generating units as it is assessed that there are no material differences in the parameters affecting the value in use in the individual cash-generating units.

### Other intangible assets

Apart from goodwill, all intangible assets are considered to have determinable useful lives over which the assets are amortised; see the description of accounting policies.

					GROUP
DKK '000	Land and buildings	Plant and machinery	Other fixtures, etc	Leasehold improvements	Property, plant and equipment in progress
<b>15. Property, plant and equipment</b>					
Cost at 01/01/2012	179,557	540,968	69,581	19,156	13,999
Value adjustment	0	3,840	382	1,215	110
Reclassification	-2,297	-387	133	0	0
Additions	35,673	61,304	6,061	6,545	34,610
Disposals	0	-7,915	-27	-1,393	-23,439
<b>Cost at 31/12/2012</b>	<b>212,933</b>	<b>597,810</b>	<b>76,130</b>	<b>25,523</b>	<b>25,280</b>
Depreciation and impairment losses at 01/01/2012	75,242	386,611	48,659	9,499	0
Value adjustment	0	1,553	195	609	0
Reclassification	-2,297	-393	133	0	0
Depreciation for the year	5,594	28,588	6,518	2,172	0
Reversal relating to disposals	0	-7,593	-24	-751	0
<b>Depreciation and impairment losses at 31/12/2012</b>	<b>78,539</b>	<b>408,766</b>	<b>55,481</b>	<b>11,529</b>	<b>0</b>
<b>Carrying amount at 31/12/2012</b>	<b>134,394</b>	<b>189,044</b>	<b>20,649</b>	<b>13,994</b>	<b>25,280</b>
Portion relating to assets held under finance leases at 31/12/2012	0	28,720	1,836	0	9,242
Cost at 01/01/2011	166,678	517,964	65,599	17,244	8,914
Value adjustment	0	-3,308	-296	-1,206	-119
Reclassification	11,463	13	-61	396	0
Additions	1,416	34,345	9,147	3,303	18,746
Disposals	0	-8,046	-4,808	-581	-13,542
<b>Cost at 31/12/2011</b>	<b>179,557</b>	<b>540,968</b>	<b>69,581</b>	<b>19,156</b>	<b>13,999</b>
Depreciation and impairment losses at 01/01/2011	68,314	367,174	47,248	8,477	0
Value adjustment	0	-1,208	-120	-460	0
Reclassification	808	-86	37	396	0
Depreciation for the year	6,120	28,276	5,328	1,667	0
Reversal relating to disposals	0	-7,545	-3,834	-581	0
<b>Depreciation and impairment losses at 31/12/2011</b>	<b>75,242</b>	<b>386,611</b>	<b>48,659</b>	<b>9,499</b>	<b>0</b>
<b>Carrying amount at 31/12/2011</b>	<b>104,315</b>	<b>154,357</b>	<b>20,922</b>	<b>9,657</b>	<b>13,999</b>
Portion relating to assets held under finance leases at 31/12/2011	0	0	2,353	0	0

# Notes

DKK '000	Land and buildings	Other fixtures, etc	Property, plant and equipment in progress	PARENT
<b>15. Property, plant and equipment (continued)</b>				
Cost at 01/01/2012	35,121	3,822	282	
Additions	45,567	183	21	
Disposals	0	0	0	
<b>Cost at 31/12/2012</b>	<b>80,688</b>	<b>4,005</b>	<b>303</b>	
Depreciation and impairment losses at 01/01/2012	6,658	613	0	
Depreciation for the year	2,630	807	0	
Reversal relating to disposals	0	0	0	
<b>Depreciation and impairment losses at 31/12/2012</b>	<b>9,288</b>	<b>1,420</b>	<b>0</b>	
<b>Carrying amount at 31/12/2012</b>	<b>71,400</b>	<b>2,585</b>	<b>303</b>	
Portion relating to assets held under finance leases at 31/12/2012	0	1,836	0	
Cost at 01/01/2011	23,174	1,221	539	
Additions	11,947	3,392	275	
Disposals	0	-791	-532	
<b>Cost at 31/12/2011</b>	<b>35,121</b>	<b>3,822</b>	<b>282</b>	
Depreciation and impairment losses at 01/01/2011	5,724	616	0	
Depreciation for the year	934	490	0	
Reversal relating to disposals	0	-493	0	
<b>Depreciation and impairment losses at 31/12/2011</b>	<b>6,658</b>	<b>613</b>	<b>0</b>	
<b>Carrying amount at 31/12/2011</b>	<b>28,463</b>	<b>3,209</b>	<b>282</b>	
Portion relating to assets held under finance leases at 31/12/2011	0	2,353	0	

PARENT		
2011	2012	DKK '000
540,288	545,171	<b>16. Investments in subsidiaries</b>
4,883	0	Cost at 1 January
0	35,000	Additions relating to acquisition of non-controlling interests
		Additions relating to capital contributions to subsidiaries
<b>545,171</b>	<b>580,171</b>	<b>Cost at 31 December</b>
240,835	240,835	Write-down at 1 January
0	0	Write-down for the year
<b>240,835</b>	<b>240,835</b>	<b>Write-down at 1 December</b>
<b>304,336</b>	<b>339,336</b>	<b>Carrying amount at 31 December</b>

Investments in subsidiaries comprise:

	Registered office	Ownership interest		Share of voting rights		Activity
		2012	2011	2012	2011	
SP Moulding A/S	Denmark	100%	100%	100%	100%	Production and sale of injection-moulded items
Accoat A/S	Denmark	100%	100%	100%	100%	Production and sale of coatings
Gibo Plast A/S	Denmark	100%	100%	100%	100%	Production and sale of vacuum-formed items
Tinby A/S	Denmark	100%	100%	100%	100%	Production and sale of polyurethane products
Ergomat A/S	Denmark	100%	100%	100%	100%	Sale of polyurethane products
SP Extrusion A/S	Denmark	100%	-	100%	-	Production and sale of extruded items
TPI Polytechniek B.V.	The Netherlands	90%	90%	90%	90%	Sale of polyurethane products

The company SP Extrusion A/S was established in 2012.

In 2011, the ownership interest in TPI Polytechniek B.V. changed from 80% to 90% due to the purchase of an additional 10%.

Note 39 includes an overview of all enterprises in the Group.

# Notes

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
		<b>17. Inventories</b>		
0	0	Raw materials and consumables	91,526	80,254
0	0	Work in progress	7,683	10,816
0	0	Manufactured goods and goods for resale	87,023	85,859
<b>0</b>	<b>0</b>		<b>186,232</b>	<b>176,929</b>
0	0	Carrying amount of inventories recognised at net realisable value	8,650	4,095
		<b>18. Trade receivables</b>		
<b>0</b>	<b>0</b>	Write-down for the year recognised in the income statement	<b>-126</b>	<b>239</b>
		Trade receivables are written down if, based on an individual assessment of the debtors' ability to pay, the value has depreciated, e.g. in case of suspension of payments, bankruptcy, etc. Trade receivables are written down to net realisable value. Moreover, reference is made to note 34.		
		The carrying amount of receivables written down to net realisable value based on an individual assessment amounts to DKK 0 (2011: DKK 0).		
		Due receivables not written down:		
6	255	Due by up to one month	14,172	15,394
0	0	Due between one and three months	4,164	2,724
0	0	Due by more than three months	951	1,533
<b>6</b>	<b>255</b>		<b>19,287</b>	<b>19,651</b>

## **19. Other receivables**

Receivables are not subject to any special credit risks, and as in the previous year, write-down of these has not been recognised. None of the receivables have fallen due. They will fall due in 2013.

## **20. Cash**

The Group's and the Parent's cash primarily consists of deposits in creditworthy banks. Consequently, cash is not considered to be subject to any special credit risk.

## **21. Share capital**

The share capital consists of 2,024,000 shares. The shares are fully paid. The shares have not been divided into classes. All shares rank equally.

<b>PARENT</b>		
<b>2011</b>	<b>2012</b>	Number
2,024,000	2,024,000	Number of shares, 1 January
<b>2,024,000</b>	<b>2,024,000</b>	
0	48,746	Portion relating to treasury shares at 31 December

Treasury shares totalling DKK 6,132 thousand were acquired during the financial year. The nominal value amounts to DKK 487 thousand, and the share of the share capital amounts to 2.41%.

No treasury shares were sold during the financial year.

The acquisition was made to partially hedge existing warrant programmes.

### **Capital management**

It is the Group's objective to have a solvency ratio of 20-35%. Capital is managed for the Group taken as a whole.

Payment of dividends must be made taking into consideration the necessary consolidation of equity as a basis for the Group's continued expansion.

# Notes

		GROUP			
DKK '000		Reserve for exchange rate adjustments	Reserve for sharebased payment	Hedging reserve	
				Total	
<b>22. Other reserves</b>					
Reserve at 01/01/2011		4,666	3,820	0	8,486
Transferred from retained earnings		0	0	-437	-437
Exchange rate adjustment relating to foreign enterprises		-1,476	0	0	-1,476
Recognition of share-based payment		0	538	0	538
Share-based payment, arrangements expired without having been exercised		0	-3,627	0	-3,627
Net fair value adjustments of financial instruments acquired to hedge future cash flows, net		0	0	-6,705	-6,705
<b>Reserve at 31/12/2011</b>		<b>3,190</b>	<b>731</b>	<b>-7,142</b>	<b>-3,221</b>
Exchange rate adjustment relating to foreign enterprises		2,815	0	0	2,815
Recognition of share-based payment		0	864	0	864
Sale of warrants		0	152	0	152
Net fair value adjustments of financial instruments acquired to hedge future cash flows, net		0	0	10,742	10,742
<b>Reserve at 31/12/2012</b>		<b>6,005</b>	<b>1,747</b>	<b>3,600</b>	<b>11,352</b>

		PARENT		
DKK '000		Reserve for sharebased payment	Hedging reserve	Total
Reserve at 31/12/2011		3,820	0	3,820
Transferred from retained earnings		0	-437	-437
Recognition of share-based payment		-3,089	0	-3,089
Net fair value adjustments of financial instruments acquired to hedge future cash flows, net		0	-122	-122
<b>Reserve at 31/12/2011</b>		<b>731</b>	<b>-559</b>	<b>172</b>
Recognition of share-based payment		864	0	864
Sale of warrants		152	0	152
Net fair value adjustments of financial instruments acquired to hedge future cash flows, net		0	-1,036	-1,036
<b>Reserve at 31/12/2012</b>		<b>1,747</b>	<b>-1,595</b>	<b>152</b>

The reserve for exchange rate adjustments comprises all exchange rate adjustments arising from the translation of financial statements of entities with a different functional currency than Danish kroner.

The reserve for share-based payment comprises the accumulated value of the earned right to share option plans (equity-settled share option plans) measured at the fair value of the equity instruments at the grant date and recognised over the vesting period. The reserve is dissolved as the employees exercise the earned right to acquire share options or when the options expire without having been exercised.

The hedging reserve comprises the accumulated net change in the fair value of hedging transactions that qualify for designation as hedges of future cash flows where the hedged transaction has not yet been realised.

	GROUP					
	Bank debt			Financial institutions		Finance lease liabilities (minimum lease payments)
DKK'000	2012	2011	2012	2011	2012	2011
<b>23. Non-current liabilities</b>						
Within one year from the balance sheet date	12,889	12,886	11,008	10,497	6,952	482
Between one and two years from the balance sheet date	12,937	12,895	10,303	72,272	7,286	501
Between two and three years from the balance sheet date	11,937	12,895	10,364	8,535	16,822	861
Between three and four years from the balance sheet date	11,937	11,895	72,920	8,620	2,992	358
Between four and five years from the balance sheet date	11,937	11,895	10,497	8,700	2,855	203
After five years from the balance sheet date	5,966	17,841	70,941	60,441	1,909	0
	<b>67,603</b>	<b>80,307</b>	<b>186,033</b>	<b>169,065</b>	<b>38,816</b>	<b>2,405</b>
Liabilities are recognised in the balance sheet as follows:						
Current liabilities	12,889	12,886	11,008	10,497	6,952	482
Non-current liabilities	54,714	67,421	175,025	158,568	31,864	1,923
	<b>67,603</b>	<b>80,307</b>	<b>186,033</b>	<b>169,065</b>	<b>38,816</b>	<b>2,405</b>
Fair value	67,603	80,307	188,233	169,257	38,816	2,405

The fair value of fixed-rate debt is calculated at the present value of the future payments of interest and instalments using the current market rate.

	GROUP	
	Present value of minimum lease payments	
DKK '000	2012	2011
Due within one year from the balance sheet date	6,952	482
Due between one and five years from the balance sheet date	31,864	1,923
	<b>38,816</b>	<b>2,405</b>

# Notes

DKK'000	PARENT					
	Bank debt		Financial institutions		Finance lease liabilities (minimum lease payments)	
	2012	2011	2012	2011	2012	2011
<b>23. Non-current liabilities (continued)</b>						
Non-current liabilities fall due as follows:						
Within one year from the balance sheet date	11,937	11,895	3,105	2,159	503	482
Between one and two years from the balance sheet date	11,937	11,895	3,130	64,125	863	501
Between two and three years from the balance sheet date	11,937	11,895	3,161	1,091	356	861
Between three and four years from the balance sheet date	11,937	11,895	65,691	1,120	201	358
Between four and five years from the balance sheet date	11,937	11,895	3,224	1,150	0	203
After five years from the balance sheet date	5,967	17,841	32,315	10,258	0	0
	<b>65,652</b>	<b>77,316</b>	<b>110,626</b>	<b>79,903</b>	<b>1,923</b>	<b>2,405</b>
Liabilities are recognised in the balance sheet as follows:						
Current liabilities	11,937	11,895	3,105	2,159	503	482
Non-current liabilities	53,715	65,421	107,521	77,744	1,420	1,923
	<b>65,652</b>	<b>77,316</b>	<b>110,626</b>	<b>79,903</b>	<b>1,923</b>	<b>2,405</b>
Fair value	65,652	77,316	112,026	80,084	1,923	2,405

The fair value of fixed-rate debt is calculated at the present value of the future payments of interest and instalments using the current market rate.

DKK '000	PARENT	
	2012	2011
Due within one year from the balance sheet date	503	482
Due between one and five years from the balance sheet date	1,420	1,923
	<b>1,923</b>	<b>2,405</b>

PARENT			GROUP	
Deferred tax assets	Deferred tax liabilities	DKK '000	Deferred tax assets	Deferred tax liabilities
<b>24. Deferred tax</b>				
8,770	0	Deferred tax at 31/12/2011	214	2,613
0	0	Exchange rate adjustment	16	-30
0	0	Other adjustments, reclassification of tax payable at beginning of year	-290	1,566
3,037	0	Change in deferred tax recognised in the income statement	562	1,090
2,059	0	Change in deferred tax recognised in other comprehensive income	1,448	-173
1,273	0	Change in deferred tax recognised in equity	0	-1,273
-868	0	Transfer, subsidiaries	0	0
<b>14,271</b>	<b>0</b>	<b>Deferred tax at 31/12/2011</b>	<b>1,950</b>	<b>3,793</b>
0	0	Exchange rate adjustment	41	-16
0	0	Other adjustments, reclassification of tax payable at beginning of year	-1,570	-1,570
203	0	Change in deferred tax recognised in the income statement	1,728	3,344
0	0	Change in deferred tax recognised in other comprehensive income	0	2,453
-3,300	0	Transfer, subsidiaries	0	0
<b>11,174</b>	<b>0</b>	<b>Deferred tax at 31/12/2012</b>	<b>2,149</b>	<b>8,004</b>

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
Deferred tax is recognised in the balance sheet as follows:				
14,271	11,174	Deferred tax assets	2,149	1,950
0	0	Deferred tax liabilities	-8,004	-3,793
<b>14,271</b>	<b>11,174</b>		<b>-5,855</b>	<b>-1,843</b>

# Notes

						GROUP
DKK '000	1 January	Recognised in income statement	Recognised in other comprehensive income	Recognised in equity	Reclassifi- cation and other adjustments	31 December
<b>24. Deferred tax (continued)</b>						
<b>2012</b>						
Intangible assets	11,848	-255	0	0	-24	11,569
Property, plant and equipment	16,430	5,192	0	0	-33	21,589
Inventories	3,346	-464	0	0	-7	2,875
Receivables	-411	327	0	0	1	-83
Liabilities	-892	-5,378	0	0	2	-6,268
Share-based payment	0	0	0	0	0	0
Value adjustment of derivative financial instruments	-1,767	260	2,798	0	4	1,295
Tax loss carryforwards	-26,711	1,934	-345	0	0	-25,122
	<b>1,843</b>	<b>1,616</b>	<b>2,453</b>	<b>0</b>	<b>-57</b>	<b>5,855</b>

						PARENT
DKK'000	1 January	Transfer, subsidiaries	Recognised in income statement	Recognised in other comprehensive income	Recognised directly in equity	31 December
<b>2011</b>						
Intangible assets	11,753	95	0	0	0	11,848
Property, plant and equipment	18,632	-2,202	0	0	0	16,430
Inventories	2,858	488	0	0	0	3,346
Receivables	-564	153	0	0	0	-411
Liabilities	-387	-505	0	0	0	-892
Share-based payment	1,273	0	0	-1,273	0	0
Value adjustment of derivative financial instruments	-146	0	-1,621	0	0	-1,767
Tax loss carryforwards	-31,020	2,499	0	0	1,810	-26,711
	<b>2,399</b>	<b>528</b>	<b>-1,621</b>	<b>-1,273</b>	<b>1,810</b>	<b>1,843</b>

						PARENT
DKK'000	1 January	Transfer, subsidiaries	Recognised in income statement	Recognised in other comprehensive income	Recognised directly in equity	31 December
<b>2012</b>						
Intangible assets	48	0	-19	0	0	29
Property, plant and equipment	-190	0	-184	0	0	-374
Liabilities	-75	0	0	0	0	-75
Share-based payment	0	0	0	0	0	0
Value adjustment of derivative financial instruments	0	0	0	0	0	0
Tax loss carryforwards	-14,054	0	0	0	3,300	-10,754
	<b>-14,271</b>	<b>0</b>	<b>-203</b>	<b>0</b>	<b>3,300</b>	<b>-11,174</b>
<b>2011</b>						
Intangible assets	0	0	48	0	0	48
Property, plant and equipment	-463	0	273	0	0	-190
Liabilities	-62	0	-13	0	0	-75
Share-based payment	1,273	0	0	0	-1,273	0
Value adjustment of derivative financial instruments	-146	0	0	146	0	0
Tax loss carryforwards	-9,372	868	-3,345	-2,205	0	-14,054
	<b>-8,770</b>	<b>868</b>	<b>-3,037</b>	<b>-2,059</b>	<b>-1,273</b>	<b>-14,271</b>

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
		<b>25. Trade payables</b>		
0	1,650	Trade payables	106,197	102,526
		The carrying amount is equal to the fair value of the liabilities.		
		<b>26. Other payables</b>		
		Other payables comprise items payable relating to payroll, withholding taxes, social contributions, holiday pay, derivatives, VAT and duties.		
		The holiday pay obligation represents the Group's obligation to pay salaries in the employees' holidays for which they have qualified at the balance sheet date to take in the subsequent financial year.		
		<b>27. Charges</b>		
		Mortgage debt is secured by way of mortgage on properties. The mortgage also comprises the plant and machinery deemed part of the properties.		
		Moreover, loans with bank debt and financial institutions are secured by way of a letter of indemnity on real property and mortgages registered to the mortgagor with secondary liability, totalling a nominal amount of DKK 65 million (2011: DKK 65 million).		
28,067	71,400	Carrying amount of mortgaged properties	130,471	103,919
		Loans with bank debt and financial institutions are secured by way of a letter of indemnity and mortgages on movable property registered to the mortgagor secured upon operating equipment and fixtures and fittings, tools and equipment of a nominal amount of DKK 40 million (2011: DKK 40 million).		
0	0	Carrying amount of mortgaged operating equipment	37,289	38,175
		Bank debt is secured by way of mortgage on shares in the Group's Danish subsidiaries.		
268,288	298,288	Carrying amount of pledged shares (cost)		
		Carrying amount of mortgaged enterprises (equity value)	338,619	277,526

# Notes

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
		<b>28. Rental and lease obligations</b>		
		For the years 2013-2021, the Group has entered into operating leases on buildings. The leases have fixed lease payments which are indexed annually. Future minimum lease payments in accordance with interminable lease contracts fall due as follows:		
1,299	1,333	Within one year from the balance sheet date	14,656	14,564
5,465	5,604	Between one and five years from the balance sheet date	37,948	34,079
7,469	6,066	After five years from the balance sheet date	13,100	24,454
<b>14,233</b>	<b>13,003</b>		<b>65,704</b>	<b>73,097</b>
<b>1,278</b>	<b>1,306</b>	Minimum lease payments recognised in the income statement for the year	<b>15,784</b>	<b>13,643</b>
		Some of the leases include purchase options in the lease period at agreed fixed prices. If the options are not exercised, the leases will continue until 2021.		
		For the years 2013-2017, the Group has entered into operating leases on production machinery. Future minimum lease payments in accordance with interminable lease contracts fall due as follows:		
0	0	Within one year from the balance sheet date	2,306	3,953
0	0	Between one and five years from the balance sheet date	4,414	6,713
0	0	After five years from the balance sheet date	0	67
<b>0</b>	<b>0</b>		<b>6,720</b>	<b>10,733</b>
<b>0</b>	<b>0</b>	Minimum lease payments recognised in the income statement for the year	<b>2,299</b>	<b>4,114</b>
		For the years 2013-2019, the Group has entered into operating leases on operating equipment and cars. Future minimum lease payments in accordance with interminable lease contracts fall due as follows:		
167	167	Within one year from the balance sheet date	2,258	2,537
383	216	Between one and five years from the balance sheet date	3,572	4,146
0	0	After five years from the balance sheet date	247	70
<b>550</b>	<b>383</b>		<b>6,077</b>	<b>6,753</b>
<b>180</b>	<b>167</b>	Minimum lease payments recognised in the income statement for the year	<b>2,586</b>	<b>2,903</b>
		Overall, the rental and lease obligations can be specified as follows:		
1,466	1,500	Within one year from the balance sheet date	19,220	21,054
5,848	5,820	Between one and five years from the balance sheet date	45,934	44,938
7,469	6,066	After five years from the balance sheet date	13,347	24,591
<b>14,783</b>	<b>13,386</b>		<b>78,501</b>	<b>90,583</b>
<b>0</b>	<b>0</b>	Leases regarding acquisition of machinery for future delivery	<b>3,000</b>	<b>20,000</b>

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
		<b>29. Recourse guarantee commitments and contingent liabilities</b> Together with its subsidiaries, the Parent has entered into bank commitments in which the Parent is liable for the total bank overdraft withdrawal.		
<b>85,260</b>	<b>73,185</b>	Subsidiaries' bank debt		
		The Parent has guaranteed the subsidiaries' debt to financial institutions or has joint and several liability.		
<b>90,217</b>	<b>78,411</b>	Surety, guarantee and liability		
		The Parent is jointly and severally liable for the subsidiaries' lease obligations.		
<b>36,575</b>	<b>45,580</b>	Minimum lease payments		
		On behalf of a subsidiary, the Parent has provided a payment guarantee of DKK 772 thousand to a supplier (2011 : 0).		
<b>30. Changes in net working capital</b>				
0	0	Change in inventories	-9,303	-16,886
-57,439	25,795	Change in receivables	13,240	4,422
-4,254	37,646	Change in trade payables, etc.	2,014	15,713
<b>-61,693</b>	<b>63,441</b>		<b>5,951</b>	<b>3,249</b>

# Notes

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
		<b>31. Cash and cash equivalents</b>		
121	194	Cash	32,255	33,003
-67,033	-63,968	Short-term bank debt	-135,202	-149,302
<b>-66,912</b>	<b>-63,774</b>		<b>-102,947</b>	<b>-116,299</b>
		<b>32. Fees to the Parent's auditor appointed by the general meeting</b>		
		External expenses include fees to the Parent's auditors appointed by the general meeting:		
		<b>KPMG</b>		
200	200	Statutory audit	850	802
0	0	Other assurance engagements	11	0
38	301	Tax and VAT advice	401	106
77	175	Non-audit services	262	144
<b>315</b>	<b>676</b>		<b>1,524</b>	<b>1,052</b>

### **33. Related parties**

#### **Related parties exercising control over the Group and the Parent**

There are no related parties exercising control over SP Group A/S. Shareholders holding more than 5% of the share capital are disclosed in note 37.

For an outline of subsidiaries, see the group chart in note 39.

#### **Related party transactions, Group**

In 2011, the Group sold its property in Flensburg at a price of EUR 772 thousand to a company whose shareholders include companies owned or managed by members of the Group's Executive Board and Board of Directors. The selling price has been determined based on a return of approx. 9%. The Group realised a gain from the sale of DKK 0.8 million. The property had been on the market since 2004. SP Group has an option to buy back the property at the same price until year end 2014 and has provided a lease guarantee in respect of third party payments during the same period. No payments were made under this guarantee during the financial year.

Otherwise, the Group did not have any transactions with related parties in 2011 and 2012 apart from remuneration of the Board of Directors and the Executive Board.

#### **Related party transactions, Parent**

DKK'000	Rental income	Sale of goods and services	Purchase of goods and services	Interest income	Interest expenses	Receivables	Payables
<b>2012</b>							
<b>From subsidiaries</b>	<b>2,964</b>	<b>6,771</b>	<b>0</b>	<b>1,680</b>	<b>876</b>	<b>30,583</b>	<b>37,129</b>
<b>2011</b>							
<b>From subsidiaries</b>	<b>2,010</b>	<b>24,543</b>	<b>16,564</b>	<b>2,029</b>	<b>327</b>	<b>63,548</b>	<b>1,774</b>

In addition, SP Group A/S received dividends from subsidiaries in the amount of DKK 22,845 thousand (2011: DKK 14,029 thousand).

Transactions with subsidiaries are eliminated in the consolidated financial statements in accordance with the accounting policies.

Rental income relates to the Parent's renting of properties to subsidiaries. The rent is fixed on a cost basis.

Sale of services relates to assistance provided to subsidiaries. Intra-group acquisitions and sales are made at cost plus a market-based gain.

No security or guarantees have been provided for intercompany balances at the balance sheet apart from what is disclosed in note 27. Receivables as well as payables will be settled by cash payment. The Group has not realised bad debt losses from related parties or made write-downs for such probable bad debt losses.

#### **Remuneration of the Board of Directors and the Executive Board**

For information on the remuneration of the Group's Board of Directors and Executive Board, see note 6.

# Notes

PARENT			GROUP	
2011	2012	DKK '000	2012	2011
		<b>34. Financial risks and financial instruments</b>		
		<b>Classes of financial instruments</b>		
0	0	Derivative financial instruments acquired to hedge future cash flows	6,823	0
<b>0</b>	<b>0</b>	<b>Financial assets applied as hedging instruments</b>	<b>6,823</b>	<b>0</b>
3,000	3,000	Deposits	3,029	13,029
241	296	Trade receivables	81,906	105,135
63,548	30,583	Receivables from subsidiaries	-	-
51	7,107	Other receivables	16,817	7,860
121	194	Cash	32,255	33,003
<b>66,961</b>	<b>41,180</b>	<b>Loans and receivables</b>	<b>134,007</b>	<b>159,027</b>
		Derivative financial instruments acquired to hedge future cash flows		
2,116	3,223		3,223	10,278
<b>2,116</b>	<b>3,223</b>	<b>Financial liabilities applied as hedging instruments</b>	<b>3,223</b>	<b>10,278</b>
144,349	129,620	Bank debt	202,805	229,609
79,903	110,626	Financial institutions	186,033	169,065
2,405	1,923	Finance lease obligations	38,816	2,405
0	1,650	Trade payables	106,197	102,526
1,774	37,129	Payables to subsidiaries	-	-
<b>228,431</b>	<b>280,948</b>	<b>Financial liabilities measured at amortised cost</b>	<b>533,851</b>	<b>503,605</b>

The fair value of the financial instruments corresponds to the carrying amount, both in the Parent and in the Group, as the fair value of the debt to financial institutions has increased by DKK 2.2 million (2011: increase of DKK 0.2 million) in the Group and DKK 1.4 million (2011: increase of DKK 0.1 million) in the Parent.

## 34. Financial risks and financial instruments (continued)

The Parent's and the Group's foreign exchange risks and interest rate risks are shown below. The individual risks, including the Group's policy for control of financial risks and sensitivity provisions are further described in the Management commentary.

### Currency risks

The Group is exposed to exchange rate fluctuations.

There is generally a good balance between income and expenses. Approx. 90% of sales is thus recognised in DKK or EUR, and approx. 75% of the Group's fixed costs is incurred in DKK or EUR. The most important commercial currency risk is indirect and relates to the customers' sales outside Europe. Similarly, purchasing is primarily conducted in DKK and EUR although the prices of the goods depend on the USD.

38% of the Group's financing has been obtained in EUR, and the remaining debt has been obtained in DKK. A fluctuation of 1% in the EUR rate against DKK may therefore affect the financial performance by up to approx. DKK 1.5 million. To reduce the currency risk and match income and expenses even better, debt relating to the Chinese and Polish enterprises has been raised in USD, PLN and EUR.

In order to hedge the currency risk on future sale of goods in EUR from the Polish enterprises and sales in USD from several of the Group's enterprises, derivative financial contracts have been concluded in accordance with the Group's currency policy, hedging a part of the currency risk related to these sales for a period of up to two years.

Thus, a contract on the sale of EUR against PLN in the amount of DKK 146.9 million (2011: DKK 105.5 million) and USD against DKK in the amount of DKK 5.9 million (2011: DKK 9.5 million) was concluded at 31 December 2012.

Due to the Group's use of derivative financial instruments for hedging the Group's exposure in relation to expected sales transactions, recognition of the effective part of the changes in the fair value of the hedging instruments in the cash flow hedge reserve affects the Group's equity by net DKK 13.2 million before tax and DKK 10.7 million after tax.

	GROUP				
DKK'000	Cash and cash equivalents	Receivables	Liabilities	Hedged portion	Net position
EUR	25,049	45,514	-223,991	0	-153,428
PLN	988	12,512	-40,362	0	-26,862
USD	5,082	9,921	-8,241	0	6,762
CAD	416	2,170	-1,389	0	1,197
SEK	2,239	2,135	-3,868	0	506
NOK	0	2,245	-1,906	0	339
JPY	0	0	-180	0	-180
RMB	9,473	6,138	-9,637	0	5,974
BRL	510	585	-420	0	675
<b>31/12/2012</b>	<b>43,757</b>	<b>81,220</b>	<b>-289,994</b>	<b>0</b>	<b>-165,017</b>
EUR	11,858	46,628	-173,691	0	-115,205
PLN	648	3,474	-7,896	0	-3,774
USD	3,447	13,136	-6,608	0	9,975
CAD	439	794	-206	0	1,027
SEK	1,873	1,014	-1,196	0	1,691
NOK	1,190	0	-1,513	0	-323
RMB	12,319	6,243	-5,310	0	13,252
CHF	0	0	-88	0	-88
BRL	1,356	2,622	-1,495	0	2,483
<b>31/12/2011</b>	<b>33,130</b>	<b>73,911</b>	<b>-198,003</b>	<b>0</b>	<b>-90,962</b>
	PARENT				
DKK'000	Cash and cash equivalents	Receivables	Liabilities	Hedged portion	Net position
EUR	71	225	-124,708	0	-124,412
USD	0	0	-4,037	0	-4,037
<b>31/12/2012</b>	<b>71</b>	<b>225</b>	<b>-128,745</b>	<b>0</b>	<b>-128,449</b>
EUR	0	37	-86,052	0	-86,015
USD	0	0	-2,857	0	-2,857
<b>31/12/2011</b>	<b>0</b>	<b>37</b>	<b>-88,909</b>	<b>0</b>	<b>-88,872</b>

# Notes

## 34. Financial risks and financial instruments (continued)

### Interest rate risks

Interest rate risks primarily relate to the interest-bearing net debt, i.e. mortgage debt and bank debt less cash and cash equivalents. At year end, net interest-bearing debt amounted to approx. DKK 395 million. 80% of the debt carried a floating rate, including mortgage debt with an average interest rate of 1.5% for the next six months. An increase in the general interest level of one percentage point will result in an increase in the Group's interest expenses before tax of approx. DKK 3.1 million.

SP Group focuses on increasing cash flows from operating activities so that the net interest-bearing debt can be reduced and the Group can finance investments via operating activities. The Group also aims at reducing the debt by selling non-value creating assets and activities and by concluding operating leases on production equipment.

The interest rate risk related to financial assets and liabilities can be described as follows with the disclosure of date of interest rate adjustment or maturity, whichever occurs first, and effective interest rates.

DKK'000	Date of interest rate adjustment or maturity			Total	Fixed interest rate portion	Effective interest rate	GROUP
	Within 1 year	Between 1 and 5 years	After 5 years				
Bank deposit	32,255	0	0	32,255	0	1.2%	
Financial institutions	-100,593	-85,440	0	-186,033	-754	3.0%	
Finance lease obligations	-38,816	0	0	-38,816	0	2.5%	
Bank debt	-202,805	0	0	-202,805	0	3.3%	
<b>31/12/2012</b>	<b>-309,959</b>	<b>-85,440</b>	<b>0</b>	<b>-395,399</b>	<b>-754</b>		
Bank deposit	33,003	0	0	33,003	0	0.5%	
Deposit	13,029	0	0	13,029	10,000	6.3%	
Financial institutions	-119,016	-2,795	-47,254	-169,065	-5,664	3.2%	
Finance lease obligations	-2,405	0	0	-2,405	0	4.1%	
Bank debt	-229,609	0	0	-229,609	0	3.7%	
<b>31/12/2011</b>	<b>-304,998</b>	<b>-2,795</b>	<b>-47,254</b>	<b>-355,047</b>	<b>4,336</b>		

The fair value of the interest rate swaps outstanding at the balance sheet date entered into to hedge the interest rate exposure of floating-rate loans amounts to DKK 3,446 thousand (31/12/2011: DKK 2,116 thousand). Interest rate swaps will expire in 2016 and 2017.

DKK'000	Date of interest rate adjustment or maturity			Total	Fixed interest rate portion	Effective interest rate	PARENT
	Within 1 year	Between 1 and 5 years	After 5 years				
Bank deposit	194	0	0	194	0	0.0%	
Financial institutions	-36,189	-74,437	0	-110,626	0	2.3%	
Finance lease obligations	1,923	0	0	1,923	0	4.0%	
Bank debt	-129,620	0	0	-129,620	0	2.9%	
<b>31/12/2012</b>	<b>-163,692</b>	<b>-74,437</b>	<b>0</b>	<b>-238,129</b>	<b>0</b>		
Bank deposit	121	0	0	121	0	0.0%	
Financial institutions	-33,069	0	-46,834	-79,903	0	3.7%	
Finance lease obligations	-2,405	0	0	-2,405	0	4.1%	
Bank debt	-144,349	0	0	-144,349	0	3.7%	
<b>31/12/2011</b>	<b>-179,702</b>	<b>0</b>	<b>-46,834</b>	<b>-226,536</b>	<b>0</b>		

The fair value of the interest rate swaps outstanding at the balance sheet date entered into to hedge the interest rate exposure of floating-rate loans amounts to DKK 3,446 thousand (31/12/2011: DKK 2,116 thousand). Interest rate swaps will expire in 2016 and 2017.

## 34. Financial risks and financial instruments (continued)

### Credit risks

The Company's primary credit risk is related to trade receivables. SP Group systematically and continuously monitors the credit rating of customers and cooperative partners. Credit insurance and sale of invoices are used to partially hedge credit risks. However, trade with blue-chip groups is not subject to credit insurance. No individual customers or cooperative partners pose an unusual credit risk to the Group. The customers and cooperative partners are normally well-reputed companies operating in many different business sectors and countries, which reduces the overall credit risk.

PARENT			GROUP	
2011	2012	DKK'000	2012	2011
		Due receivables not written down:		
6	255	Due by up to one month	14,172	15,394
0	0	Due between one and three months	4,164	2,724
0	0	Due by more than three months	951	1,533
<b>6</b>	<b>255</b>		<b>19,287</b>	<b>19,651</b>

### Liquidity risks

It is the Group's objective to have sufficient cash resources to be able to continuously make appropriate arrangements in case of unforeseen changes in cash outflows. It is Management's opinion that the Company still has reasonable capital resources compared to the Company's operations and sufficient liquidity to meet the Company's present and future liabilities. The Company has a long-term, good and constructive cooperation with its financial business partners. This is expected to continue. The Group has neither neglected nor been in breach of loan agreements in the financial year or the comparative year. The Group determined the cash resources at DKK 117 million at year end 2012.

The maturity of financial liabilities is specified below. The amounts specified represent the amounts falling due exclusive of interest.

		GROUP				
		DKK'000	Within 1 year	Between 1 and 5 years	After 5 years	Total
<b>2012</b>						
<b>Non-derivative financial liabilities</b>						
Bank debt		148,091	48,748	5,966	202,805	
Financial institutions		11,008	104,084	70,941	186,033	
Finance lease obligations		6,952	29,955	1,909	38,816	
Trade payables		106,197	0	0	106,197	
		<b>272,248</b>	<b>182,787</b>	<b>78,816</b>	<b>533,851</b>	
<b>Derivative financial instruments</b>						
Derivative financial instruments acquired to hedge future cash flows		0	3,446	0	3,446	
		<b>272,248</b>	<b>186,233</b>	<b>78,816</b>	<b>537,297</b>	
<b>2011</b>						
<b>Non-derivative financial liabilities</b>						
Bank debt		162,188	49,580	17,841	229,609	
Financial institutions		10,497	98,127	60,441	169,065	
Finance lease obligations		482	1,923	0	2,405	
Trade payables		102,526	0	0	102,526	
		<b>275,693</b>	<b>149,630</b>	<b>78,282</b>	<b>503,605</b>	
<b>Derivative financial instruments</b>						
Derivative financial instruments acquired to hedge future cash flows		0	1,370	746	2,116	
		<b>275,693</b>	<b>151,000</b>	<b>79,028</b>	<b>505,721</b>	

# Notes

## 34. Financial risks and financial instruments (continued)

### Liquidity risks

DKK'000	PARENT			
	Within 1 year	Between 1 and 5 years	After 5 years	Total
<b>2012</b>				
<b>Non-derivative financial liabilities</b>				
Bank debt	75,905	47,748	5,967	129,620
Financial institutions	3,105	75,206	32,315	110,626
Finance lease obligations	503	1,420	0	1,923
Trade payables	1,650	0	0	1,650
	<b>81,163</b>	<b>124,374</b>	<b>38,282</b>	<b>243,819</b>
<b>Derivative financial instruments</b>				
Derivative financial instruments acquired to hedge future cash flows	0	3,446	0	3,446
	<b>81,163</b>	<b>127,820</b>	<b>38,282</b>	<b>247,265</b>
<b>2011</b>				
<b>Non-derivative financial liabilities</b>				
Bank debt	78,928	47,580	17,841	144,349
Financial institutions	2,159	67,486	10,258	79,903
Finance lease obligations	482	1,923	0	2,405
Trade payables	0	0	0	0
	<b>81,569</b>	<b>116,989</b>	<b>28,099</b>	<b>226,657</b>
<b>Derivative financial instruments</b>				
Derivative financial instruments acquired to hedge future cash flows	0	1,370	746	2,116
	<b>81,569</b>	<b>118,359</b>	<b>28,845</b>	<b>228,773</b>

In accordance with IFRS, the level used for measurement of the fair value of financial instruments must be disclosed. Derivative financial instruments are measured in accordance with a valuation method according to which all material data are based on observable market data. Apart from this, the Group has no assets and liabilities measured at fair value.

## 35. Sale of financial assets

As part of the credit and risk management, the Group has, as in previous years, sold selected trade receivables. The Group's continued involvement is limited to administration of the sold receivables and a limited guarantee regarding the risk of late payment. Thus, the Group has only retained insignificant risks. The sale had no effect on the income statement.

## 36. Segment information for the Group

### Segments

Segments are reported in accordance with the internal reporting to the executive decision-maker. The executive decision-maker is the Board of Directors.

Segments are specified on the basis of the financial and operational reporting reviewed by the Executive Board. The segments are specified by differences in products and services.

Segment information is prepared in accordance with the Group's accounting policies and is based on the Group's internal management reporting.

For management and reporting purposes, the Group is organised in two business segments which are considered the Group's primary basis of segmentation.

Transfers of sale of goods, etc., between the segments are calculated using actual transfer prices corresponding to estimated market prices of the goods, services, etc., in question.

### Business segments – 2012

DKK '000	Coatings	Plastics	Other <sup>*)</sup>	Group
Revenue, external customers	207,434	899,530	1,563	1,108,527
Revenue among segments	4,879	8,305	-13,184	0
<b>Revenue</b>	<b>212,313</b>	<b>907,835</b>	<b>-11,621</b>	<b>1,108,527</b>
<b>Profit/loss before depreciation, amortisation and impairment losses (EBITDA)</b>	<b>38,374</b>	<b>78,207</b>	<b>-11,999</b>	<b>104,582</b>
Depreciation, amortisation and impairment losses	-8,689	-35,056	-2,724	-46,469
<b>Profit/loss before financial items (EBIT)</b>	<b>29,685</b>	<b>43,151</b>	<b>-14,723</b>	<b>58,113</b>
Financial income and expenses				-16,502
<b>Profit before tax</b>				<b>41,611</b>
Tax on profit for the year				-9,773
<b>Profit for the year</b>				<b>31,838</b>
Additions of non-current property, plant and equipment and intangible assets	3,293	88,921	38,575	130,789
Segment assets	106,016	673,992	21,429	801,437
Unallocated assets				34,896
				<b>836,333</b>
Segment liabilities, non-interest bearing	28,918	155,066	25,095	209,079
Non-allocated liabilities				387,123
				<b>596,202</b>

<sup>\*)</sup> Comprises eliminations and unallocated overhead costs.

### Disclosure of significant customers

12.0% (2011: 13.2%) of the Group's revenue from the segments Coatings and Plastics is attributable to sales to the Group's largest customer.

The ten largest customers account for 53.8% (2011: 49.1%) of the Group's revenue. Similarly, the 20 largest customers account for 67.0% of revenue (2011: 61.4%).

# Notes

## 36. Segment information of the Group (continued)

<b>Business segments – 2011</b>				
DKK '000	Coatings	Plastics	Other <sup>*)</sup>	Group
Revenue, external customers	133,604	842,862	339	976,805
Revenue among segments	5,186	686	-5,872	0
<b>Revenue</b>	<b>138,790</b>	<b>843,548</b>	<b>-5,533</b>	<b>976,805</b>
<b>Profit/loss before depreciation, amortisation and impairment losses (EBITDA)</b>	<b>13,639</b>	<b>90,461</b>	<b>-7,569</b>	<b>96,531</b>
Depreciation, amortisation and impairment losses	-10,135	-31,586	-2,049	-43,770
<b>Profit/loss before financial items (EBIT)</b>	<b>3,504</b>	<b>58,875</b>	<b>-9,618</b>	<b>52,761</b>
Financial income and expenses				-18,486
<b>Profit before tax</b>				<b>34,275</b>
Tax on profit for the year				-8,369
<b>Profit for the year</b>				<b>25,906</b>
Additions of non-current property, plant and equipment and intangible assets	3,938	37,159	15,336	56,433
Segment assets	110,888	612,102	-2,199	720,791
Unallocated assets				48,316
				<b>769,107</b>
Segment liabilities, non-interest bearing	26,454	145,001	-13,977	157,478
Non-allocated liabilities				406,030
				<b>563,508</b>

\*) Comprises eliminations and unallocated overhead costs.

## 36. Segment information of the Group (continued)

### Geographical segments

The Group's activities are primarily located in Denmark, the other European countries, America and Asia. The following table shows the Group's sale of goods by geographical markets.

DKK '000	2012	2011
Denmark	597,726	491,432
Other European countries	329,378	305,753
America	98,473	92,565
Asia (incl. the Middle East)	82,176	86,194
Other countries	774	861
	<b>1,108,527</b>	<b>976,805</b>

The below table specifies the carrying amounts and additions for the year of non-current property, plant and equipment and intangible assets by geographical areas on the basis of the physical location of the assets.

DKK '000	Non-current assets		Additions of non-current intangible assets and property, plant and equipment	
	2012	2011	2012	2011
Denmark	389,909	342,461	90,774	47,844
Sweden	127	22	131	0
Germany	0	0	0	13
The Netherlands	18,476	21,850	1,994	1,408
Poland	68,424	42,126	32,382	18,618
North America	12,896	12,432	908	290
China	13,973	12,104	4,461	1,790
Brazil	5,910	7,176	140	45
Intra-group transfer	0	0	0	-13,577
	<b>509,715</b>	<b>438,171</b>	<b>130,790</b>	<b>56,431</b>

## 37. Shareholder information

SP Group has registered the following shareholders as holding more than 5% of the voting share capital or of the nominal value of the share capital:

Schur Finance A/S, Horsens (18.2%)

Frank Gad (including related parties), Frederiksberg (14.8%)

## 38. Events after the balance sheet date

No significant events have occurred after the balance sheet date until the publication of this annual report which have not already been incorporated in this annual report and which change the assessment of the Group's or the Parent's financial position.

# Notes

## 39. List of companies

SP Group A/S	Denmark	DKK	Nominal share capital ('000)		Ownership
			20,240		
SP Moulding A/S	Denmark	DKK	50,000	100%	
SP Medical Sp. z o.o.	Poland	PLN	1,000	100%	
SP Moulding Poland Sp. z o.o.	Poland	PLN	1,100	100%	
SP International A/S	Denmark	DKK	5,600	75%	
SP Moulding (Suzhou) Co., Ltd.	China	USD	4,080	100%	
Gibo Plast A/S	Denmark	DKK	30,000	100%	
Gibo Sp. z o.o.	Poland	PLN	3,005	100%	
Accoat A/S	Denmark	DKK	10,000	100%	
Accoat do Brasil	Brazil	BRL	392	100%	
Accoat Technology ApS	Denmark	DKK	200	100%	
Ergomat A/S	Denmark	DKK	10,000	100%	
Ergomat Sp. z o.o.	Poland	PLN	5	100%	
Ergomat-Nederland B.V.	The Netherlands	EUR	75	100%	
Ergomat Sweden AB	Sweden	SEK	100	60%	
Ergomat Inc.	USA	USD	360	100%	
Ergomat Canada Inc.	Canada	CAD	0	100%	
Tinby A/S	Denmark	DKK	10,000	100%	
Tinby Sp. z o.o.	Poland	PLN	50	100%	
Tinby Denmark A/S	Denmark	DKK	500	100%	
Tinby Co., Ltd	China	USD	210	100%	
Tinby Inc.	USA	USD	100	100%	
TPI Polytechniek B.V.	The Netherlands	EUR	113	100%	
TPI Polytechniek ApS	Denmark	DKK	125	100%	
SP Extrusion A/S	Denmark	DKK	5,000	100%	

In 2013, Ergomat Sp. z o.o. will be established.

In 2013, the ownership interest in TPI Polytechniek B.V. increased from 90% to 100%.

In 2012, Ergomat USA Inc. merged with Ergomat LLC and formed Ergomat Inc.

In 2012, the share capital in Gibo Plast A/S increased from DKK 26 million to DKK 30 million.

In 2012, Ergomat Deutschland GmbH and Tinby GmbH were closed down.



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This document is an unofficial translation of the original Danish document.  
In case of any discrepancies, the Danish version will apply.